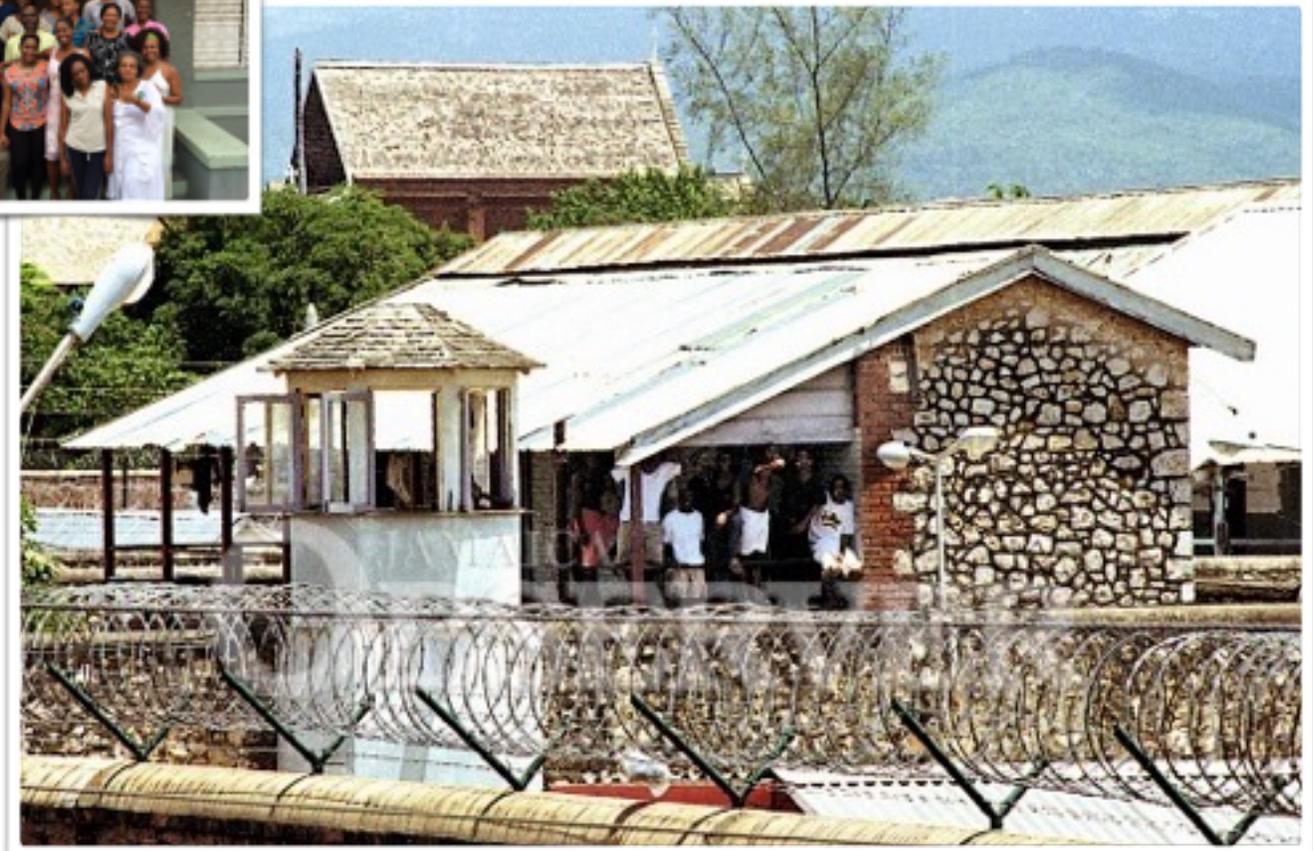


# The End Violence Project Pilot Report

## —Jamaica 2015—



The Pilot Launch of the End Violence Project’s *“Leadership Training and Transformational Thinking Program”* at St. Catherine Adult Correctional Center (formerly *St. Catherine District Prison*) in Spanish Town—JAMAICA.



## TABLE OF CONTENT

The End Violence Project Pilot Report	1
—Jamaica 2015—	1
<b>EXECUTIVE SUMMARY</b>	<b>3</b>
INTRODUCTION	3
BACKGROUND	3
<b>THE MEN — “INMATES” — PILOT PROGRAM</b>	<b>5</b>
THE LEADERSHIP TRAINING & TRANSFORMATIONAL THINKING PROGRAM	5
Analysis of Attendance	7
Leadership and Projects	8
Testimonials from the Men	14
The Final Session — Transformation Jamaica	20
<b>THE STAFF — “CORRECTIONAL OFFICERS’ — PILOT</b>	<b>21</b>
THE LEADERSHIP TRAINING & TRANSFORMATIONAL THINKING PROGRAM	21
Analysis of Attendance	22
Leadership and Projects	23
Testimonials — The Staff — Pilot Program	31
<b>THE LAUNCH — JAMAICA 2015</b>	<b>35</b>
The Leadership	37
<b>FACILITATORS REPORTS</b>	<b>44</b>
Coral Crew-Noble ♦ David Wright ♦ Mahalia Watson ♦ Rosalie Reynolds	44
<b>The End Violence Project</b>	<b>56</b>
<b>—JAMAICA 2016—</b>	<b>56</b>



## EXECUTIVE SUMMARY

### INTRODUCTION

***“Violent incidents averaged 15-per week and decreased to less than 1-per month during the delivery of the End Violence Project’s Program.”***

***~ Senior Superintendent Kelly***

On January 17, 2015—The End Violence Project launched its Pilot Program of their Leadership Training and Transformational Thinking Program in Jamaica at the St. Catherine Adult Correctional Center (formerly, St. Catherine District Prison), which is the largest maximum security institution in the country.



In attendance at the launch were the Minister of National Security, Peter Bunting; the Commissioner of Corrections, Mrs. Ina Hunter-Fairweather, together with a large body of her leadership team, including Director of Rehabilitation, Mrs. Vanna Lawrence.

Also present were, Joe Rink, the Executive Director of The End Violence Project, Janet Novack, Vice-Chairman and Attorney for the End Violence Project; and Coral Crew-Noble, advocate for the program in Jamaica and a veteran transformational leader for more than 10-years with a global training company. In 2008, Coral participated in a training with Joe Rink in South Carolina to co-facilitate the End Violence Project’s Leadership Training and Transformational Thinking Program.

Currently residing in Jamaica, Ms. Crew-Noble was instrumental in connecting Minister Bunting and Executive Director, Joe Rink during his brief visit to Jamaica in January 2014.

### BACKGROUND

Established in 1991, the End Violence Project has been presented to incarcerated individuals in the United States of Pennsylvania, Florida, Georgia, Tennessee, and Massachusetts, and now in the country of Jamaica.

Their six-month programs are designed to provide leadership training and transformational thinking. Participants in the program create projects and enroll others to participate in the fulfillment of the project. In the process participants develop their leadership beyond what they thought was possible. The weekly classes act like a kind of ‘locker room’ where participants develop themselves in the key distinctions of the program: Integrity, Forgiveness, Leadership, Enrollment, and Empowerment. Participants discover for themselves that they make a



difference in their communities while inside the correctional facilities, and also outside as they re-enter society.

The End Violence Project (EVP) is a non-profit organization created by founder, Mahin Bina and a group of like-minded individuals who shared the vision of ending violence without the use of violence. EVP programs support inmates and ex-offenders to successfully transition from prison life back into society as they join their families and communities.

In turn, the project fosters community healing and results in safer neighborhoods and streets. We work with inmates who demonstrate a strong commitment to ending their cycle of violence and incarceration. These inmates participate in a six-month leadership program. EVP Program participants learn a variety of skills that assist them in making a profound and lasting difference in their communities.

In short, People of the End Violence Project:

- Engage and facilitate a conversation committed to a world free of violence
- Declare each and every human being is a unique contribution to humanity
- Provide a structure for ongoing support of community projects committed to the end of violence
- Stand for integrity, empowerment, responsibility, compassion and forgiveness for all human beings

Our programs provide principles and tools that allow individuals to create lives of freedom, integrity, contribution and leadership. For further information on the organization and to access testimonials from participants, you may visit the website at: [www.endviolenceproject.org](http://www.endviolenceproject.org).

#### **Minimum requirements to lead the End Violence Project**

- Must be a graduate of the Landmark Forum and the Landmark Advanced Course
- Minimum of 6 month (1 program) commitment to prepare and lead the weekly classrooms.
- Participate in the End Violence Project Leaders Training

#### **Preferred requirements to lead are**

- Graduate of the Landmark Self-Expression and Leadership Program
- Graduate of the Landmark Introduction Leaders Program



## THE MEN—“INMATES”—PILOT PROGRAM

### THE LEADERSHIP TRAINING & TRANSFORMATIONAL THINKING PROGRAM

The transformation of the participants in Pilot Program is astounding. The shift for many of the men is evident in their speaking, their listening and in some cases visibly in their behavior as they step more-and-more into their leadership, taking on various accountabilities that positively impact their environment. By the end of the Pilot Program, they are unrecognizable to themselves, each other, even to the Staff.

According to St. Catherine’s senior Superintendent Kelly, during the Program Violent Incidents decreased from an average of 15-per week to less than 1-per month, and there was a period of 3-consecutive months where there wasn’t a single violent incident.



Evidently, participants of the End Violence Project’s Pilot Program got so much for themselves out of their participation that their incessant sharing and transformation became contagious, to the point that other inmates who were not participating in the program would hover around behind the fences across from The Chapel listening and as one said trying to “get some.” Further, individuals in other rehabilitation programs demonstrated their acknowledgment and appreciation of the Program by creating gifts for the facilitators, such as the ‘n violence’ plaque pictured left.

This and many other gestures were evidence that the participants of the End Violence Project’s Leadership Training and Transformational Thinking Program were taking on the assignments, practicing the distinctions of the program in their lives, and sharing during the period between the workshop sessions each week, which for the End Violence Project is where we say the transformation takes place. Obviously, the participant shares became infectious and this was evident by the large guest turnout at the Final Session.

The End Violence Project strives to collect empirical data around its Programs. This is often a challenge due to structures that understandably restrict access to confidential data. Therefore, we administer a simple pre-survey and a post-survey. (See Attachment A).

Results of the pre- and post-survey comparison clearly support the shift in the men and the cultural shift experienced in the environment at St. Catherine Adult Correctional Center, with the drastic reduction in violent incidents—from an average of 15-per week to less than 1-per month—during the period of the Pilot Program.

To assist us with the collection of empirical data around the End Violence Project Pilot Program, the Ministry of National Security assigned their Research and Evaluation Unit, who also completed a separate pre- and post-survey with findings in their report.

Pre-Survey and Post-Survey Comparison 2015 End Violence Project Pilot Program											V a r i a n c e  (+/-)	
(1) - Completely disagree (2) - Somewhat disagree (3) - Neutral (4) - Somewhat agree (5) - Completely agree												
Leadership Training and Transformational Thinking Program Survey		Pre-Program					Post-Program					
	Questions	1	2	3	4	5	1	2	3	4	5	
1	I think of myself as a leader	6%	0%	0%	25%	69%	0%	0%	4%	8%	92%	23%
2	I have good relationships with my family	0%	13%	6%	38%	44%	4%	4%	8%	12%	73%	29%
3	I enjoy working with others	0%	0%	19%	19%	63%	0%	0%	8%	19%	73%	11%
4	I have something valuable to offer people around me	0%	0%	0%	19%	81%	0%	0%	8%	8%	85%	3%
5	I have good self-esteem	0%	0%	0%	19%	81%	0%	0%	8%	4%	88%	7%
6	Average number of times I get angry or lose my temper each week	Average of 2.3-per participant					Average of 1.2 per participant					-52%
7	I have skills to deal with my anger	0%	0%	19%	25%	56%	0%	0%	8%	15%	77%	21%
8	Average number of times I experience stress week	Average of 1.9-per participant					Average of 2.4 per participant					26%
9	I have skills to deal with stress	0%	0%	13%	47%	40%	4%	8%	12%	15%	62%	22%
10	I feel alone most of the time	31%	6%	19%	6%	38%	23%	15%	8%	27%	27%	-11%
11	I am responsible for where I am in my life	0%	0%	7%	13%	80%	8%	8%	4%	11%	69%	-11%
12	I am able to forgive myself	0%	0%	6%	6%	88%	0%	0%	8%	8%	85%	-4%
13	I am able to forgive others	0%	0%	0%	44%	56%	0%	0%	8%	12%	81%	25%
14	Number of disciplinary infractions you've had to deal with in the last 6-months	Average of 3.5 per participant					Average of 0.7 per participant					-20%
15	I experience satisfaction in my life	0%	13%	13%	50%	25%	8%	12%	8%	32%	40%	15%
16	I deal well with authority	0%	0%	6%	44%	50%	0%	0%	8%	23%	69%	19%
17	I am hopeful about the future	0%	0%	0%	6%	94%	0%	0%	4%	4%	92%	-1%
18	I have the skills to have a positive impact on the inmates' behavior	0%	0%	0%	25%	75%	0%	0%	4%	8%	88%	13%
<p><b>COMMENTS:</b> Violent incidents were reduced significantly during the past 6-months as indicated in Question 14. Further, at the Guest Event on August 11, Senior Superintendent Kelly declared that violent incidents where an inmate would end up in the Medical Center at St. Catherine District Adult Correctional Center has declined from an average of 15-per week to less than 1-per month. <i>"The last violent incident entailed one inmate hitting another inmate with a piece of wood (2 x 4). I can live with that!"</i> said Supt. Kelly.</p> <p><b>Pre-program Survey:</b> 37.5% of participants had zero (0) infractions and 62.5% had 79 total. However, when we remove the two outliers (1-person had 1-10 infractions and another had 20-30 infractions), then the numbers are as follows: <b>43% of inmates had zero (0) infractions pre-program and 57% had 49-infractions total, for an average of 3.5 infractions per participant.</b> Questions 6 and 8 correlate perfectly as 81% of participants experience getting angry or losing their temper, and experience stress each week. 19% of participants experience not getting angry or losing their temper, and experience no stress each week.</p> <p><b>Post-program Survey:</b> 54% of participants had zero (0) infractions and 46% had 108. However, when we remove the two outliers (1-person had more than 80 infractions and the other had 10), then the numbers are as follows: <b>58% had zero (0) infractions and 42% had a total of 18-infractions, for an average of 0.7 per participant.</b> Questions 6 and 8 have seen significant improvements. A decrease of 21% less participants (50% vs 81%) now experience getting angry or losing their temper each week. 18% less participants (73% vs 81%) experience stress each week. Now, 50% experience <u>not</u> getting angry or losing their temper (up from 19%), and 27% experience <u>no</u> stress each week (up from 19%).</p>												

NOTE: The above table contains the results from the Pre-Survey administered on March 24—Session 4 (the point at which no new participants can attend the Program)—and the Post-Survey completed on August 25, 2-weeks following the completion of the Program. Also, participants agreed to complete a follow-up survey 1-year following the completion of the Program.

There were 26-participants in both the pre-survey and the post-survey. However, four (4) participants in the pre-survey, did not participate in the post-survey. Three (3) of the initial pre-survey participants were released or on parol. In addition, four (4) participants in the post-survey did not participate in the pre-survey. Three of these post-survey participants (for whatever reason) had been restricted to their cell on the day of the pre-survey.

## Analysis of Attendance

	Evaluation August 25	% Attendance	Total Sessions	Revised % Attendance	Revised Sessions
1	Y	100%	22	100%	21
21	Y	100%	22	100%	21
2	Y	91%	20	95%	20
13	PAROLLED	95%	21	95%	20
28	Y	91%	20	95%	20
29	Y	91%	20	95%	20
16	Y	91%	20	90%	19
19	Y	86%	19	90%	19
22	Y	86%	19	90%	19
27	Y	86%	19	90%	19
3	Y	82%	18	86%	18
17	Y	82%	18	86%	18
25	Y	86%	19	86%	18
30	Y	82%	18	86%	18
4	Y	73%	16	76%	16
11	Y	73%	16	76%	16
26	Y	73%	16	76%	16
6	Y	64%	14	67%	14
7	Y	64%	14	67%	14
15	Y	64%	14	67%	14
5	Y	59%	13	62%	13
9	Y	64%	14	62%	13
12	Y	59%	13	62%	13
8	Y	55%	12	57%	12
10	PAROLLED	50%	11	52%	11
14	Y	45%	10	48%	10
20	Y	36%	8	38%	8
23	Y	36%	8	38%	8
24	PAROLLED	27%	6	29%	6
	29	Average	15	Average	16

The End Violence Project limits the number of participants to 30-per Program. During Sessions 1 to 3, participants may still choose to participate in the Program. However, no new participants are accepted in or after Session 4. There were 29-participants in this Program.

The Program completed powerfully with a total of 27-participants for **93% completion**. Three (3) were released on parole. However, participant 13 attended all sessions, except the evaluation prior to his parole. The average number of sessions attended is 16 or 76%.

A total of ten (10) participants completed with integrity—missing no more than two-sessions—per the ‘Promises and Agreements’ signed by each participant of the Program.

Ten (10) participants—highlighted in yellow—or **34% receive a Certificate of Completion**. These ten (10) are also eligible to participate as ‘Coach’ in the next Program.\*\*

The highest number of attendees at any one-session was (42) at the Launch Event. There were a total of 31-Agreements ever signed, indicating **94% participation**.

Session 1—In attendance were 22-participants. 12 or 29% of those had attended the Launch Event.

Sessions 2 & 3—In attendance were 29-participants. This is the largest number of participants attending any one session.

Session 17—Attendance was dismal six (6) participants due to the impact of a declared ‘breakdown’ in the Staff Program. The mend demanded we repeat the session the following week, we concurred. (#s Adjusted)

\*\*Participation in the Program as ‘Coach’ is separate and distinct than as a participant. A coach is required to operate at a higher-level of integrity in their capacity as Coach. Those eligible will be invited to the Coaching Program.



## Leadership and Projects

In the Leadership Training and Transformational Thinking Program we say that “Leaders look for what’s missing that they are willing to provide.”

Participants practice the distinction Leadership right there in the session by looking at their current environment for what’s missing and what they are willing to provide. To create their project, participants choose something that is close to their heart from the list and then apply the structure for a project.

They get trained and developed in the distinctions that they’re learning by practicing and applying them around their project. Below is a list of the projects that were created in the Men’s Program.

### PROJECT LIST–MEN (INMATES)

Project Name	Project
Education for Change	To make a difference in other inmates life. With education, it helps to reduce the level of crime, and helps us to become better persons.
SCDACC “In Focus”	Providing a paper trail of the achievements of the institution with regards to rehabilitation. Myself and a team of 6-inmates will work on a Newsletter to focus on the institution to be completed by June 20.
Inmates Communication Program	For the Correctional Department to make efforts in allowing inmates to contact their loved ones... Without communication for the inmates, the inmates who don’t have communications with their family it will be difficult when not communicating with your family...
Becoming A Leader	To show people that violence can end by becoming a leader, because now I am a better man, I put my mad boy days aside and started raising chickens for the inmates.
Saving our Children	This is a great project, because it allows me to think wisely and in that case I can help others and that is my aim.
Rehabilitating HealthCare	Access to TRN#, NHF Cards and birth documents for inmates.
SCDACC Sports Day	To make the Officers and Inmates have a day of Unity and Enjoyment through Sports.



## PROJECT LIST–MEN (INMATES)-1-1

Beyond the Walls	A 45 week talk show program that can make people who listen to radio station Free FM, who have never been inside, be informed of the good things happening
Mentorship Guidance and Life Skills Training Project	To empower participants to be motivated and enabled to practice good grooming, to prepare properly for a job interview, including attire, and how to effectively resolve conflict and prevent reincarceration.
Effective Fatherhood	To make better and effective fathers.
Lifestyle	To change the dirty lifestyle in the prison.
Self-Control	Making a difference in life.
SCDACC Food Farming LTD	To teach my fellow inmates how to do farming so that they can produce food to eat for themselves, their families and friends.
Inmates Empowerment	Re-program the mind. Changing the way youths see life and living. The mind is a terrible thing to waste.
Proper Rehabilitation of Inmates	To bring forth the change in the inmates life for better days to come. Creating an anger management class for aggressive inmates.
Musical Spiritual Dynasty	Achievements. Creating a recording studio for the inmates.
Tate's Pay Phone	To accommodate and maintain family ties. Having the correctional system construct the infrastructure of a pay-phone onsite.
Creating a Future	To learn and teach woodworking skills to other inmates, so that they may take up their responsibilities and provide for themselves and their family when released.
Change through Agriculture	To engage fellow-inmates in purposeful activities that would benefit them upon release in addition cultivate cash crops (vegetables) that supplement the lives of the inmates through well-needed nutrients.

PROJECT LIST–MEN (INMATES)-2-1

<p>Prison World Committee Task Forces</p>	<p>Our objective is motivated by the common necessity to implement efficient and effective, augmentative, support of the overall rehabilitation process. The elements implemented, are goal directed and results oriented, that are designed to positively impact the rehabilitation process, by directly engaging the hearts and minds of all participants. Challenging them to do, what needs to be done, that is not being done and not to do, what does not need to be done, that is being done. First, within themselves followed by, proliferating this attitude in the environment that they occupy. Thus, adding value to society as a whole, by making positive contributions to the overall growth and development of humanity, in a practical and sustainable way.</p>
<p>SCDACC Water Recycling Project</p>	<p>To enable the green areas of the institution. A team of 3-persons will use recycled water to enhance the green areas (football field, flowers and grass). To build an irrigation system using recycled water from inmates' use to water the football field and the flowers in the inmates graveyard.</p>

The men provide weekly updates on their projects and the challenges or 'declared breakdowns' they might be having with their project, they are then coached in applying the distinctions, they share what openings for actions they might see, then return each week and share breakthroughs they are having by virtue of applying the distinctions

Attachment B, below is a sample of just one of the participants project fulfilled "SCDACC in Focus". This participant actually took on producing the Newsletter, learned the program in about 24-hours, and produced the entire newsletter on time for an Expo in less than 72-Hours.

He enlisted six (6) inmates, who were not participants in the program, to assist as his 'team.' They were quite proud of their accomplishment, but could not afford the cost of color prints to share with their family and friends. They made a request of the Minister of National Security, if he could graciously provide them with a few copies to share with their friends and families.

It was heart-warming and quite encouraging for the men when Minister Bunting accepted their request printing 50-copies, providing the participant with more than half for his team, their friends and families, and declaring keeping a few to share of the progress being made at St. Catherine's with his own friends and family.





Olympic Medalist  
Yohan Blake

**A Vision For Sports**

The St. Catherine Adult Correctional Sports Council has worked in tandem with the institution's staff and inmates to better facilitate sporting activities within the institution as a mean of enhancing the rehabilitative process. In 2014 the Sports Council has moved forward to implement new ventures in the sporting arena. We have revived domino tournaments, which will be now an annual competition with the inclusion of an officer team which demonstrates the Sports Council's drive to include Officers working alongside inmates in fostering rehabilitation.



S/O Norman Sanford  
Sports Coordinator

The Easton "Ref" Williams Football Competition was born, named in honour of our late Corporal "Ref" Williams. This competition will span a five year period. At its conclusion, seasonally, the St. Catherine Adult Correctional Centre Knock-Out Competition commenced directly after. The football season was brought to a close with the 'Champion of Champions' friendly between the Winner of the Major League and the winner of The Knock-Out Competition.

We are happy to say we had successfully implemented the inclusion of officers on each football team, which resulted, as reported, the best football season to date.

Sports compliments the social intervention mechanism and thus in keeping with the continued spirit of growth, we will be hosting a football presentation that will speak volumes of our intentions to bring to the fore professionalism and a drive to bring sports to its maximum potential as a means of rehabilitation.

The Sports Council intends for 2015 to have more sporting activities and also educational initiatives in the form of team management classes, coaching classes and a volleyball course. We have seen where the academics need to be addressed. Along with the various classes we will be having our domino tournament, inter-block per side football competition, cricket competition, Major League (Easton "Ref" Williams Football Competition), Knock-Out Competition, Basketball Competition, Volleyball and also a chess tournament. We desire that Correctional Officers be inclusive in all sporting activities as this has reaped positive results as seen in 2014.



Sports Day During Correctional Week

**Some Benefits of Playing Chess**

By Teacher Moses



Do you know how to play chess? If not, perhaps it's because you do not understand the benefits of the game. There are so many benefits of playing chess, and the short list below is certainly not exhausted.

Playing chess stimulates life-long learning, memory, initiative, social interaction, the development of the indefatigable spirit, and recreation.

Chess playing also exercises and develops the mind, motivates one to take responsibility for decisions and actions, exercise caution, build self-confidence and self-esteem, helps to overcome discrimination, win respect, appreciation of the value life and property, the development of planning skills and the appreciation of time.

What better reasons do you need to start playing? And if you are already a player, start pushing those pawns and pieces, otherwise, learn the game. It will help you to help yourself.



**St. Catherine Adult Correctional Center**

Introductory Issue

June 2015

"None Shall Escape"

**in focus**

**Our Mission**

To contribute to the safety and protection of our society by keeping offenders secure and facilitating their rehabilitation and reintegration as law-abiding citizens, while developing a professional and committed staff.

**Our Vision**

We are serving the needs of all our clients by creating and facilitating opportunities for their empowerment and rehabilitation, resulting in a more peaceful, caring and productive society



Mrs Ina Hunter-Fairweather

The St. Catherine Adult Correctional Center takes great pleasure in congratulating Mrs Ina Hunter-Fairweather on her appointment as Commissioner of Corrections. We are sure that under your great leadership, wisdom and guidance, the Department of Correctional Services will strive to greater heights and achievements. We once again re-iterate our sincere congratulations.

**Message From The Senior Superintendent**

While we maintain and enforce our mission and vision statements, I take this opportunity to emphasize the importance of rehabilitation which has now formed a big part of the criteria for the granting of parole; therefore, it is incumbent on all staff members to ensure that all inmates are exposed to some form of rehabilitative or purposeful activity and to be a part of this process to facilitate the success of these vital programmes. We must be mindful of the challenges of limited resources. However, historically, our achievements were attained with little financial support. Again I take this opportunity to implore all of us to be that agent of change. We must be cognisant that the inmates in prison today may be your next door neighbour tomorrow.

Let us also take the time to acknowledge our outgoing commissioner Mrs. Juvene Bent. We want to say a special thank you for your support and dedication throughout your time as Commissioner of Corrections.



Mrs Juvene Bent

First of all let me use this opportunity to commend the inmates for the very thought of this newsletter and for making it a reality. Religion plays a very integral part in the rehabilitation process of our inmates. I commend the churches that come in every week with their bible studies, prayer, sessions and divine worship. It has helped to transform the lives of lot inmates. Inmates who were deemed to be violent



Mr Herbert McFarlane

and high risk have accepted the gospel message and are shining for the Lord behind these walls. We have seen it being manifested; we have a more peaceful institution to manage. The inmates are more focused and spend their time more meaningful studying the word of God. So there is no doubt that religion is a very vital component of rehabilitation.

—Superintendent T'Herbert McFarlane—

St. Catherine Adult Correctional Center • 1 White Church Street, Spanish Town, St. Catherine • Tel: 984-3009-6

This Newsletter is undertaken as project for the End Violence Leadership Training Program, an initiative of the Ministry of National Security.

**Achievement Expo 2015**

"Transforming lives through a greater understanding of purpose."

In the celebration of what we have been able to achieve thus far, the St. Catherine Adult Correctional Center Achievement Expo 2015 commemorates the efforts of all parties involved as well as to showcase the productive and purposeful nature of the inmates. It also helps to highlight the gains made in the rehabilitative ventures through the engagement of project formulation and implementation. Equally, the Expo helps to sensitize the public of the radical transformational activities that inmates are now exposed to. The event helps us to hold firm on a vision for the future so that much more could be achieved.

**Rehabilitation on the move!!!**

**School**

The school, supported by staff officer Stephen Ferguson with the assistance of his teaching staff, plays a vital role in laying the foundation for rehabilitation of every youth. From level 1, which is now low level literacy and numeracy, all the way to level 5 which prepares inmates for C.A.S.E. Also, the school accommodates inmates who are not able to take classes, to learn enough within their academic exposure, to allow them to have a different vision of their personal lives and how to relate to others. This is facilitated by periodic rap and mentoring sessions conducted by inmates Normie Fisher and Osagie Iremu. There is also the school library that caters to every inmate in the institution. Although it is well up to date, there is enough variety of books to hold the interest of the inmate members. The level 4 class over the last 3 years has consistently had over 90% pass at the C.A.S.E. exams with an average 20% distinction generally. The C.A.S.E. class has just recently set their exams and are awaiting results. These subjects covered this year were Mathematics taught by inmate Normie Fisher, English taught by S/O Tracy Ann Britt and Human & Social Biology by the department's Educational Coordinator Mr. Bennett.

Free FM 101.9 (St. Catherine) Radio Station is Computer Lab

"Education is the key to a good and productive nation" it is with these words in mind that the FREE FM 101.9 STATION AND COMPUTER LAB was inaugurated along with the rehabilitation of the room in our care.

FREE FM radio station was designed to train inmates in all aspects of radio to include broadcasting, editing and mixing to name a few. A total of 18 inmates received training since the inauguration currently instructed by

Ministerial and S/O Reynolds M. The computer lab has advanced training to approximately 100 inmates in information technology a total of 81 were F.I.E.A.R.T. level 1 awarded and are being currently instructed by C/O-Capt D. Computer skills training was designed to assist and train inmates how to start up and manage businesses. We currently have 10 inmates in training with a view to get them certified. They are instructed by S/O Carly from Island up Jamaica Foundation (under supervision of Miss Collette of the Nation Council) who is our main trainers along with David for the Free

**End Violence**

Leadership Training And Transformational Thinking Program

The End Violence Project's leadership training and transformational thinking program is undertaken by the Ministry of National Security with an aim of changing the culture within local area and reduce the recidivism rate. The program which started in January with its participants will run for a month as a pilot program and is expected to roll out to other institutions in the near future.

These participants are prepared to research their potential and carry away documents that would present the experience of their own leadership. It provides an opportunity for participants to apply tools, taught by the program, for their lives such that they have access to their power, freedom and self-empowerment.

The dynamic team took with administering the program, and has been leading from the front in applying one of the pillars on which the training is based, integrity. This is manifested in that, at least two members of the team are present each week in providing one-on-one for the correctional officers and the other for the inmates. They provide us with distinctive that if applied even mildly could reap astounding results. This is not an everyday conversation, it is powerful, meaningful and life-changing.

The participating officers and inmates in the program would like to say thank you to their instructors, Ministerial, Capt D. Bennett, S/O Carly, S/O Reynolds, S/O Carly, S/O Reynolds and all other persons involved in the administration of the program.

**Program Results**

- Participants who rigorously pursue and apply the tool made available will come out as changed agents and transformational leaders
- Participants who rigorously pursue and apply the tool made available will come out as changed agents and transformational leaders

Minister on National Security Hon. Peter Bunting has demonstrated his unwavering commitment to the program. His presence is not only seen on the more that two occasions, he is not with the group, he also led, as he participated fully in the presentations and rap sessions.

On the 3rd-still life training, with an observable level of passion, indicated that the end violence program is potentially the most effective transformational activity introduced in the correctional center behind these walls. Participants who rigorously pursue and apply the tool made available, will come out as changed agents and transformational leaders both within the institution and the society.

Ministerial Training Program 2014-2015

### A Moment with Super Campbell

Superintendent Leslie Campbell affectionately called "young joe" is an energetic character who has engaged his name in the actions of the Correctional Department and across the St. Catherine Adult Correctional Center with humility as Superintendent in charge of Human Resources, we caught up with him in an interview.

Q: How long have you been a correctional officer?  
A: "14 years"

Q: During that period of time what would you say to the forefront of your career?  
A: "10" training in the Cayman Islands as a trainee (3) Attending the Caribbean Inmate Commission course at the IOP Manager camp, and finally (2) to attain the rank of Superintendent."

Q: What motivates you on the job the most?  
A: "The institution school where an inmate who is unable to read and write can learn the institution doing both and the rehabilitative programs for the inmates especially the inmates."

Q: How has the motivational factor aided you in terms of transferring the love of education?  
A: "By helping those who really see in

and use the urge by the inmates to attend the sessions school where they can learn the basics to reading and writing, it is very motivational to see these inmates in their own way."

Q: Are you satisfied with the rehabilitation process so far?  
A: "Yes, but there can be done by the rehabilitation unit at the local office."

Q: Do you consider it beneficial to utilize and engage in a project-oriented format to enhance the rehabilitation process?  
A: "Yes"

Q: If you become superintendent, K, would it be something that you would continue to encourage?  
A: "Very much so and to find other programs for more inmates to participate in, I would engage the St. Catherine Parish Council and the St. Catherine Chamber of Commerce for a grantable work program through the Commissioner of Corrections / Ministry of National Security"

Q: How long have you been a correctional officer?  
A: "14 years"

Q: During that period of time what would you say to the forefront of your career?  
A: "10" training in the Cayman Islands as a trainee (3) Attending the Caribbean Inmate Commission course at the IOP Manager camp, and finally (2) to attain the rank of Superintendent."

Q: What motivates you on the job the most?  
A: "The institution school where an inmate who is unable to read and write can learn the institution doing both and the rehabilitative programs for the inmates especially the inmates."

Q: How has the motivational factor aided you in terms of transferring the love of education?  
A: "By helping those who really see in

### Our Product Line

Super "Project # 1"

The best for the instituting, educating and training of inmates.

The food and nutrition center is undoubtedly the latest rising project, facilitated under the 4-H club. The center also serves as an open processing unit and a resource center for many young adults incarcerated.

The program was brought into existence because of the need to engage more inmates, especially the young adults who are seen as being more vulnerable and most likely to engage into a life of crime into meaningful activities that could change their way of life and their thought process. We presently have inmates in food and nutrition practices, agr. science and the processing of agriculturally based products, etc. The inmates are so engaged to reach national under the guidance of the inmates 4-H club. The inmates participating in these training programs are certified by the local Eastern Regional Health Authority and Scientific Research Council (see list, the food and nutrition center program has gained wide publicity due to its achievements in such a short period of time. The Minister of National Security's team, after training made reference to the program to well spoken and appropriate term and shared his most recent visit to the center with his parliamentary colleagues to much applaud. The program has attracted the attention of politicians, diplomats and corporate entities as well as the media. The center also houses a juice packaging plant where juice in bags and bottles are sold to the inmates at much reduced cost as the inmates such as: fruits, lemons, lemons, lemons, lemons, and other common ingredients are also done by the inmates under training.

The food and nutrition center has played a role in the care of the mentally ill housed at the institution. We presently have inmates in the mentally ill as well as had them on separate days, in keeping with our superintendent's objective to improve the well-being of the mentally ill. This is indeed a "Super" project.

### A Success Story

A testimonial from a beneficiary of the program

I am Leonard Clarke and I was once serving a sentence at the St. Catherine Adult Correctional Center. Prior to my arrest and subsequent conviction, I found a which has led me to my involvement in criminal activities from as early as eight years old. I grew up in a ghetto area that was over whelmed with crime on each block. I had many friends who were in and out of the system. I was a little young, smart, intelligent and ambitious in my youth in this area I found myself in a dark cell, sentenced to a period of 2 years of hard labour. From after I was admitted to the prison, I found myself receiving several educational brochures from being held with my personal papers, cell phone, newspapers, and other professional articles.

One day I was introduced to the 4-H club food and nutrition program and I decided to get involved in participating. I started receiving training at the food and nutrition center where I was assigned to the juice packaging project making bag juice. I found my time well spent and appreciated my new purpose. I then knew what I was going to do after my release. A letter was written for me to travel for the four spaces (limited regarding a bag juice machine. Today I am making a livelihood from it and I have received some amount of money and productivity to my life.

All I wanted was a second chance, someone to believe in me.

Thanks to Superintendent Lesley Kelly and Mr. Walker who through the 4-H club gave me that chance.

### Special Thanks to you

Taking the time to let you know that an opportunity goes support

### St. Catherine Adult Correctional Center 4-H Club

To make our best better

1. To give my 100% to be larger and greater service to my club and by extension my community upon release. My 100% to greater commitment to the rehabilitation process, my research, my success means that my success can be a positive one and my 100% to a new way of thinking so that I can live a less stressful and purposeful life.

#### The Birth of the 4-H club in our Institution

In 1948 the Jamaica Agricultural Society gave birth to the Jamaica 4-H club. The club was to be an agriculturally based movement that would engage the youths in farming projects in the schools.

Over time, the club and its focus grew and through agriculture was seen as its primary focus due to its history, we have readily embraced other technological science and engineering programs. The programs in a series are the largest youth training group in the world.

In January 2013, we engaged the institution as part of the movement to an attempt to enhance the effectiveness of the rehabilitation process. We had our first piece of plot in the area donated by staff/guards. There are expanded courtyards to improve used within other local spaces, through the institution we have not had for such projects. We were after that

stand the tough landscaping, there where we present a good amount of ourselves. Our former superintendent was invited to the St. Catherine 4-H club where he was awarded with a special award for youth development and leadership.

The 4-H club in our institution remains the largest project group in the entire Correctional Department as we have been able to provide meaningful life changing activities to over 80% of the population.

This year marks the 70<sup>th</sup> Anniversary of the Jamaica 4-H club and we salute them for providing us with a platform for us to showcase our potential.

#### Project Round-Up

##### Chicken Rearing Project

Our chicken rearing project has produced over 1,000 lbs of chicken meat from donated broiler chicks. Since recently we have commenced the egg farming initiative with twelve hens we purchased from proceeds from the same rearing project.

The participating inmates are offered technical support and training from the Jamaica 4-H club and inmate leaders groups. We are presently in dialogue with representatives from the Rural Agricultural Development Authority to provide additional training.

In various areas of agriculture to enhance the rehabilitation process.

The Jamaica 4-H club has already commenced in building a modern chicken coop to accommodate our chicken rearing activities in the near or far future. already we have had some donations from his group through the inmates. In fact the year before last, inmates through Caribbean Inmate Services, Minister of Parliament visit, Delroy Chubb and the Jamaica 4-H club. We look forward to see additional inmates come on board as we seek

##### The Recycling Project

We at St. Catherine Adult Correctional Center have one of the most robust recycling programs. We reuse plastic bottles, card board boxes and news paper as well as other items. This is also one of the projects under the 4-H movement where we have made this club.

We believe in our own culture project are all recycled and converted at 100%. This is also a project that sensitive inmates on the importance of recycling and helps help our institution to reduce their fee and a path to with the cleanest institution for the third year in a row.

### A 'Super' Chance at Life

Superintendent Lesley Kelly, as soon as he assumed the mantle of leadership in this institution, identified the inmate factors that disrupted the objectives of changing lives. He formed with much clarity to redesign the relevance of the Correctional system and to develop a renewed culture of transformation. He sought to engage the majority with engaged and supervised tasks while expanding the network of opportunities which foster the element of rehabilitation.

The institution in former years was basically operating as if it were a warehouse with stacked away expired goods mainly because there was no vision. In fact no one was brave enough to radically implement changes that was geared at engaging these individuals with qualities that would not only demonstrate but the inmates on a whole. Many inmates were disgraced and some often lost sight of their objective. In fact, some officers would arbitrarily act outside of the dignified principles of their profession, most times disregarding the rules of the Correctional Department and this would often cause instances of conflict. However, since Mr. Kelly brought a sense of dynamism to the new lead, the inmates were given a "super" chance at life.

He has also stressed heavily in the social and moral conduct of his staff and advised upon them the inmate statements of the department while mitigating the factors which often times influence corrupt and criminal behavior. Our superintendent is cognizant that for any system to work effectively and achieve great results, it is dependent on those who serve within such a system. His consultative approach has restored trust and respect between officers and inmates and has encouraged a language of openness and information. This central vision and vision has become the cornerstone for this institution and the means with a sense of redemption from its incarceration.

He has also stressed heavily in the social and moral conduct of his staff and advised upon them the inmate statements of the department while mitigating the factors which often times influence corrupt and criminal behavior. Our superintendent is cognizant that for any system to work effectively and achieve great results, it is dependent on those who serve within such a system. His consultative approach has restored trust and respect between officers and inmates and has encouraged a language of openness and information. This central vision and vision has become the cornerstone for this institution and the means with a sense of redemption from its incarceration.

#### Is there a future for rehabilitation?

Over the years the prisons have been operating under a system passed down from the Colonial era. Under that system, rehabilitation has not been able to make its full potential. There were no clinics and inmates in place to measure the stability or effectiveness of the programs in place. How do we determine that an individual and to the correctional facility actually benefits from the program offered?

Today there is hope for a new national Correctional system. Inmates have already been made with the introduction of "openness rehabilitation", which allows inmates access to modern books, both to read and technology. This empowers inmates, allowing them to be adequately facilitated in reality upon their release. At the St. Catherine Adult Correctional Center and other facilities in order that the Department of Correctional Services (DCS) to reform about employing strategies for change methods that will be made individualized and effectively administered.

Currently, the rehabilitation unit at the

Department has taken a giant step toward their future. A pilot project is underway to create an avenue to foster enable the authorities to adequately assess and structure the rehabilitative programs. Inmates from the rehabilitation unit, when trained and able, have been made their process led in gathering the necessary data. This kind of data has never been gathered before. They are currently carrying out their function and their attitude towards this endeavor makes hope for the future. The focus groups they engage with are more than happy to contribute to this change.

It now means that the Department of Correctional Services will be able to properly analyze all of the programs to determine their effectiveness. As such, they will be able to make individualized decisions in allowing inmates to receive individualized treatment. In fact there is hope.



## —Pilot Program—

### Testimonials from the Men

There is an abundance of qualitative data that demonstrates the effectiveness of the End Violence Project's Leadership Training and Transformative Thinking Program and supports the results experienced and statements made by senior Superintendent Kelly at St Catherine Adult Correctional Center.

The Program is supported by structures referred to as 'distinctions' or universal principles that create workability (make things work) in any culture. Both participants and facilitators alike are expected to be applying these distinctions to their lives, both inside the workshop sessions and in between the workshop session.

A fundamental agreement of the Program is confidentiality. To honor this agreement and protect the privacy of each participant in the Program, we will refer to them solely by a participant number as we share some testimonials from 'the Men'. There were breakthroughs each week and the Men would share from the front of the room.

Early on in the program one individual shared about the power of doing the assignments and practicing the principles.

**Participant 2**—A strong and vocal leader whom I recall from the Launch Event, demonstrated his grasp of one distinction that helped him control his temper.

“Supt Kelly gave me an assignment to set-up the photographer’s table for the Expo the following day. The evening before, I found a table, set it up, put everything that was needed on the table, the only thing left was to wipe down the table.”

“However, when I went back to the area the following morning someone had removed the table and placed all the objects from the table on the floor. I turned and saw the exact table across the room and angrily I started walking towards the table and the men, but as I took each step I began to remember last week’s principle about “What happened, my interpretation of what happened, and how I can choose what I make it mean and retain my power.”

“By the time I got to the table, I was no longer angry. I asked them if they knew where I could get another table. They pointed me to another room where I found another table and this one was brand new and it was already clean.”

“Before doing this program, I would have...uhuh, but instead everything worked out much better and I had less work because I didn’t have to clean the table.”



Each week we noticed that should a participant miss a session, one of his class-mates would request a copy of the assignment to pass on to the absent participant, or when the absentee returned he would pointedly request the missing assignment.

**Participant 2**—Also provided an update on Participant 8, who had not attended since Session 13, and brought it to our attention asking:

“Is it possible to get us in contact with the Minister of Education? We had petitioned the Supt. to give his support to the CXC Program when he got here 2-years ago. He responded and a few of us took our CXC and at least 3 of us got 1s and 2s in Maths, English and Bio.”

“Participant 8 has a great command of mathematics and has taken us from very little knowledge, to excellent passes. My thing is that he needs to be acknowledged, because while we get a certificate, he gets nothing.”

“Participant 8 has a great vision for Maths and often speaks of some of the things that teachers are doing wrong. We want to expand the CXC Program here in the prison, but would like the input of the Minister of Education.”

“Participant 8 would also like to have a place in teaching Maths in society upon release; however, with a criminal record and without a certificate that can pose a challenge.”

Later on in the program we discovered as several participants shared that they would practice the distinctions on their Block with other inmates who were not participants in the program and the difference it was making for those men who were not participants too.

**Participant 4**—Shared about having a profound breakthrough in his relationship with his wife after discovering and applying the distinction.

“Every time she comes, I ask her to bring me chocolate. She knows I love chocolate. When I get back to my room and open the bag, I get mad (very upset) when there’s no chocolate and every body knows that I didn’t get my chocolate and then I don’t want to talk to anyone.”

“I just feel like, because she knows I’m in here when she get mad with me, she just don’t bring my chocolate. Then when I get upset with her, because she don’t bring my chocolate she worse don’t come. I feel like I’m always having to ‘beg’ her to bring my chocolate.”

A few of the men were smiling and nodding in agreement that they knew when he didn’t get his chocolate. However, a few sessions later, Participant 4 came to the mic and smilingly shared:

“I got my chocolate!”

When I asked, what happened. He went on to share:

“I stopped making it mean that she didn’t have time for me anymore. When she told me she forgot my chocolate, I told her that I know she has so many more things to do and that I appreciate her coming to visit me regularly. And, the next time she came, I got my chocolate” he grinned.

During one of Minister Bunting’s visits to the Program, Participant 4 was at the mic, sharing about his project.



He shared about his project that it reaches outside the prison walls and that he shares the distinctions and all about what he’s learning in this program with his brother each week. Participant 4, shared that his brother runs a youth center in the Mt. Salem, St. James, a problematic area which the Minister was already scheduled to visit over the next three (3) weeks. In the picture to the left, the Minister stopped in to check on the project. *Minister Peter Bunting, at Mt. Salem Community Youth Center.*

In the End Violence Project’s program, participants become actively engaged in their projects transforming their own lives, the lives of others and their overall environment.

**Participant 1**—An obvious leader, his project is to enroll each person entering St. Catherine’s into at least one Rehabilitation Program and make sure they attend their class. He keeps a record book and at one session shared that he was up to 25.

On one or two occasions he came scurrying energetically into class, apologizing for being a few minutes late and sharing that he was getting someone to their class.

At the beginning of one session, as we approached The Chapel Participant 1 was sitting on the side of the Baptismal Pool. As we approached and greeted him, he shared:

“Can I speak with you? I came to tell you I don’t want to come to class. I just saw the Chaplain and I don’t know what to do”

Pressed for time, we agreed to speak after the session. After class, Participant 1 — shared that he’d been speaking with the Chaplain, because he wanted to apologize to the victim’s mother, but the mother didn’t want to see him and he was distraught and didn’t know what to do.

After giving him an exercise—to write a letter to the victim (now deceased) and to the victim’s mother (not to be mailed) he came back the following week and shared excitedly:

“At first I didn’t know what to say, but I knew I’d promised to do the letters before class, so this morning I just started writing and it all started flowing out of me and I just kept on writing. I got so much relief, I am now at peace.”

This Program brings healing to community and to participants lives. This next share captures the premise of the entire program “**...ending violence without violence.**”

**Participant 14**—A young man perhaps 25 or 26-years old, who had missed so many sessions that when his name showed up on the roster as being present, I insisted we must have checked the wrong box by mistake! He attended a total of 10 sessions the entire Program (45% attendance), less than the average.

He only shared twice. The first time standing at his seat, he looked down at the floor the entire time, as he said:

“I’m always getting into fights and my warda’ talked to me and told me to come to class. I didn’t want to come because I’d missed so much, but she said to come anyway, so I did.”

After his first share, he never missed another class and never shared again until Session 20—Acknowledgment and Completion. Each participant had to come to the front of the room and share what they did or didn’t accomplish on their project, declare it complete, then say what they want to be acknowledged for.

Participant 14—had missed all the sessions where people took on and created a project, so I was curious as to what he’d say and then was blown away by what he said:

“I want to be acknowledge for forgiving the person who stabbed me, letting it go and not seeking revenge or retaliation—retributive justice—like we talked about, because it just continues the cycle of violence.”

This participant with less than average attendance got that there is “**...another way to go.**”

**Participant 29**—In the beginning was a very shy fellow, only giving fleeting looks before returning his gaze swiftly to the floor. Softly spoken and obviously very shy.

Nevertheless, he exhibited a rare-form of gentlemanly behavior throughout the entire program taking on of his own accord, locating the facilitators prior to and after each session, taking on carrying the heavy equipment bag containing projector, laptop and accessories to and from the session.

It was such a joy to watch him unfolding. Each time he shared, he gained a little more confidence. One had to listen keenly, often times reminding him to speak into the mic, and recreating what he’d shared to ensure he was left with the experience of being heard and gotten.



Participant 29's real breakthrough showed up during the Sessions on Forgiveness. At one session, he came to the mic and spoke about his brother.

"When we were growing up, I didn't really check for my brother, because every little thing that happened a road, he'd go home and tell my parents. Because of that we didn't get along."

"Since participating in this program, I now see him differently. I see that it's because he loved me and didn't want me to end up here, that's why he'd always talk to me and when I didn't listen, then he'd tell my parents."

"I forgive him for all those things that he's ever done to me, because I see now that it was out of love."

Participant 29—went on to share about an incident that occurred earlier that week:

"A warda' came on to our block and he wasn't acting like a warda'. All I said to him is that you're a warda' and you're not acting like one."

"Well, he took his big stick and he did beat me with it. At first I said to myself, you wait, because I soon come out of here and I must see you on the street and what I'm going to do to you."

"But after a while, doing my homework I started to think, and I say 'chu' mek him stay there, when I leave dis place I'm not coming back here, so I forgive him too and let it all go."

**Participant 28**—Another inmate whose appearance clearly exemplified that of being meticulous, because he was always well-dressed, articulate and exceptionally polished to the point that even his beard was perfectly manicured.

At one session, he came to the mic visibly upset and apologetic that he'd missed the previous weeks session due to being on restriction relating to an incident:

"They said someone threw a plastic bag with feces over the balcony from my block and it must be me, because the bag came from the direction of my cell." he was almost crying

Minister Bunting was co-facilitator at this session and interacted with him. At the point Participant 28 was being coached in applying the distinction, one could visibly see the moment, he discovered for himself that his upset was not created by the actual incident, but rather by his interpretation of the incident:

"I am not the type of person who would do something like that and I'm upset that they could even think that" he said

Once he got that nobody had said that he was a “nasty-person” and rather that was his own interpretation of the type of person—in his mind—who would do such a thing, all of the tension visibly left and he sheepishly cracked a smile.

Several of the participants expressed their concerns about being ‘absentee fathers’ and created projects around this: matter.

**Participant 9** shared powerfully about his intervention with his 16-year old son, who lives in Westmoreland:



Visitor Waiting Area

“I heard some things about my son. My children and I have good relationship and like many boys, my son looks up to me and wants to be like dad, but he was on the wrong track—he had dropped out of school—and I didn’t want him following in my footsteps.”

“So, I had to go speak to the Supt. and make a powerful request to be able to call my son and speak with him. The Supt. gave me permission and I reached out to my son.”

“I had a heart-to-heart, very straight forward conversation. I was extremely graphic about the conditions of where I am and that while I know he loves me, respects me, and wants to be like me, I do not want him to follow me down this road. I encouraged him to stay in school and create his own path.

At a later session, **Participant 9**—shared that he heard that his son was turning around now and is back in school. He reiterated that he’d be keeping his ear to the ground :

“I want the best for my son. I want to ensure that he doesn’t end up like me spending my best years behind bars. I didn’t have anyone when I was coming up to speak to me.”

**Participant 16**—took on a project ‘Inmates Communication Program’ enrolling men to improve their communication with their families. At one point, Participant 16 became quite frustrated because of the lack of means modern technology to be in communication with their families. He shared at the mic, during Minister Bunting’s third visit and the Minister demonstrated and coached him in the distinction ‘Empowerment,’ asking “What did we do before cell phones, emails and text?”

Participant 16—got it. He enrolled his team in helping men write letters to their families. A few sessionlater, he came to the mic and stood almost in tears as he shared:

“We’re beginning to get replies to our letters from our families.”

## The Final Session—Transformation Jamaica

The final session of the End Violence Project’s Leadership Training and Transformational Thinking Program is considered a “guest event.” This means that participants of the Program may invite fellow inmates to be their guest.

During the actual event, the participants introduce their guests and share what had them choose to invite them to the End Violence Project’s Leadership Training and Transformational Thinking Program.

There were a total of 25-participants that day, and between them they brought almost 50-guests.. The sharing was rich and moving as participant stood up, shared what they got out of the program, and stood for their fellow inmates being in the next program—sharing about the potential they see in them and how they will gain a lot and become a better person should they participate in the next program.



Facilitators and participants of the Program at the end of the Class

You could say that the End Violence Project’s Leadership Training and Transformational Thinking Program, is fulfilling not only on “Goal 2—The Jamaican society is secure, cohesive and just”, it is also impacting the overarching “Goal 1—Jamaicans are empowered to achieve their true potential.”

In addition, some may say it’s a stretch, but given the shift in this particular environment with less than 30-participants in this Program, “Goal 4—Jamaica has a natural healthy environment”, this is also being accomplished here.

Further, given the level of entrepreneurship that is emerging in this environment (St. Catherine District Adult Correctional Facility) with these men taking on their leadership, being enterprising and productive it’s seems that these participants are on a pathway that leads to Goal 3—Jamaica’s economy is prosperous.

In essence, Vision 2030 Jamaica is active, progressing, and alive!

## THE STAFF — “CORRECTIONAL OFFICERS’ — PILOT

### THE LEADERSHIP TRAINING & TRANSFORMATIONAL THINKING PROGRAM



The transformation of the Staff who completed the Pilot Program is quite remarkable. The shift for these men and women is evident in the restoration of their commitment to making a difference.

In several cases it is apparent in the way they share that they now do their jobs, especially the way they relate to their wards—those whom they guard and protect—at St. Catherine Adult Correctional Center.

Throughout the Program, as these Correctional Officers stepped more-and-more into their leadership they took on various accountabilities positively impacting their own performance and their environment. By the end of the Program, they were unrecognizable to themselves, to each other, and they created a new level of rapport and developed respect with the Inmates.

Evidently, participants of the End Violence Project’s Staff Pilot Program got so much for themselves out of their participation that their incessant sharing and transformation became contagious, to the point that other Correctional Officers from other facilities who were not participating in the program began visiting the sessions and sitting into the back of the class.

In fact, one particular Correctional Officer who had ‘visited’ for several consecutive sessions and was advised politely on several occasions this is a breach of many Program Agreements, specifically the absence of a signed program agreement that incorporates the confidentiality clause, became quite indignant and implied she was entitled due to rank. Obviously, we invited her to enroll in the next Program should the Pilot be successful.

While the End Violence Project strives to collect empirical data around its Programs, the volatility of the staff attendance compromised the integrity of any such data. The level of inconsistency in attendance severely impacted the duration of the program. The Staff Program began on February 25, two-weeks prior to the Program for the Men. However, the Staff Program fell behind three weeks, completing on the same day of the guest event in the Program for the Men. We did not have a guest event for the Staff Program.

## Analysis of Attendance

STAFF PROGRAM 2015					
	Session 20 August 11	% Attendance	23-Total Sessions	% Attendance	22-Total Sessions
3	Y	96%	22	95%	21
21	Y	91%	21	91%	20
14	Y	87%	20	91%	20
7	Y	78%	18	82%	18
23	ON LEAVE	78%	18	77%	17
1	Y	74%	17	73%	16
19	Y	74%	17	77%	17
5	Y	65%	15	64%	14
16	Y	65%	15	68%	15
24	Y	65%	15	68%	15
12	N	61%	14	64%	14
17	N	61%	14	64%	14
11	Y	57%	13	59%	13
18	N	57%	13	59%	13
22	Y	57%	13	59%	13
6	N	39%	9	41%	9
8	Y	39%	9	41%	9
4	N	35%	8	41%	8
15	N	30%	7	32%	7
26	N	26%	6	27%	6
10	N	22%	5	23%	5
2	N	17%	4	18%	4
20	N	17%	4	16%	4
27	N	17%	4	16%	4
13	N	13%	3	14%	3
28	N	13%	3	14%	3
9	N	9%	2	9%	2
25	N	9%	2	9%	2
	12	Average	10	Average	11

The End Violence Project limits the number of participants to 30-per Program. During Sessions 1 - 3-of the Program, participants may still choose to attend and participate in the Program. However, no new participants are allowed at or after Session 4. There were 25-participants in this Program.

The Program completed with a total of 13-participants for **52% completion**. As indicated in the table to the left one (1) participants was out of the country on leave for Session 20, but completed with the Staff the week prior.

A total of three (3) participants completed the Program with integrity, having missed no more than two-sessions per the 'Promises and Agreements' of the Program. signed by each participant.

The three (3) participants highlighted in yellow – or **12% receive a Certificate of Completion**. These three (3) are also eligible to participate as 'Coach' in the next Program.\*\*

The highest number of attendees at any one-session was (25) at Sessions 1 and 2. There were a total of 29-signed agreements, indicating **93% participation**.

Sessions 1 & 2—Had 25-participants. This is the largest number of participants attending any one session. Session 4 had 19-participants.

The average number of sessions attended is 11, and the lowest is six (6) at Session 16. The next session was solely dedicated to deepening the distinction 'integrity' at the level of community. The attendance increased to 13 for the duration of the program. We did not host a Guest Event.



## Leadership and Projects

In the Leadership Training and Transformational Thinking Program we say that “Leaders look for what’s missing that they are willing to provide”, then ‘actively engage’ in putting in what’s missing.

In Session 7, participants are given an opportunity to practice the distinction Leadership right there in the workshop by looking at their current environment for what’s missing and what they are willing to provide. Below is a list of what the Correctional Officers created:

### What’s Missing that Participants are Willing to Provide:

- Proper and effective treatment plan for inmates
- Sufficient space
- Structured communication from management
- Name badges for officers
- Sufficient clothing & utensils for inmates
- Sufficient facilities, equipment, materials, staff, work space
- Mutual respect between junior and senior officers
- Identified conflict resolution experts for officers & inmates
- Training for officers in areas - counseling, public speaking
- Mandatory educational programs for inmates
- Structured counseling service for officers
- Psychological assessment for officers and inmates
- Opportunities for duty rotation of officers
- Public acknowledgment and recognition of correctional officers
- Public Relations Officer / Media being appropriately informed
- Being acknowledged, recognized and encouraged by authorities
- Adequate pay
- Exercising professionalism among staff

Participants of the Program get trained and developed in the distinctions that they’re learning by practicing and applying them around their project. (See Attachment C)

To create their project, participants choose something that is close to their heart from the list and then apply the structure for a project, which is provided in the following session. They are then coached over several sessions on how to develop their project.

## ATTACHMENT “C”

### Project List for Staff with Possibility:

Project Name	Project
Feasting in Fellowship	Lunchtime Gospel Concert for Officers (with Refreshments). My resolve is to create an atmosphere of love and togetherness, where officers can relax and de-stress for at least 2-hours on that day and hope it spills over.
New Horizon	To give inmates an Introduction to Music
Communication Plus	Better Communication, Better Conflict Resolution. We would have a better relationship when we understand each other and better communicating.
Transformation through Conflict Resolution	A Better Jamaica through Conflict Resolution. Inmates to be trained in Conflict Resolution: Productive, Cooperative, Peaceful Environment. Better person.
Dealing with Stress in a Positive Way	Coping with people around you while dealing with stress. Helping others break free as they learn how to deal with stress in a positive way with each one reaching one.
Change through Counselling and Public Speaking	Achievement, Satisfaction, Strength, Self-Esteem, and Respect. I think getting counseling and public speaking training would assist officers in being more confident in what we do wherever we are.
Fostering Love through Counselling	To bring out positive change. Motivation to communicate freely. Loving community, freedom to walk at any time. Peaceful.
The Total Man through Education	To assist people to realize the power of education.
The Art of Communication	To establish a more effective way of communication within this institution. Motivated, Inspired, and Peace of Mind. At the end of this project Officers feel more confident with information given to them by personnel officers.
Rehabilitation through Sports	Improve on Rehabilitation at St. Catherine’s Adult Correctional Center. Officers and inmates will be more at play, Jamaicans and the world will be more comfortable with less crime.
Rehabilitation through Assessments	To rehabilitate inmates through assessments for positive benefits. A total of ten inmates will be used in a pilot program to establish how efficient is the rehabilitation program and how receptive inmates are to this program.
	Football Competition between Officers and the surrounding community. To create a relationship between other organization and the neighboring community.
“Bawl Out”	To create an environment of peace, satisfaction and purpose.

During the program, the Staff provide weekly updates on their projects and the challenges they might be experiencing around their progress. They are then coached to share what distinction(s) if applied could make a difference, they share what openings for actions they might see, then return each week and share the results of their practice and any breakthroughs they have had.

Two of the Officers actually completed the Launch of their project prior to the completion of the Leadership Training and Transformational Thinking Program and I was fortunate to attend both

**Feasting in Fellowship**—Lunchtime Gospel Concert for Officers (with Refreshments). The possibility of this project is to create an atmosphere of love and togetherness, where officers can relax and de-stress for at least 2-hours on that day and hope it spills over.

**Participant 3**—actually had two events during the program.

**EVENT 1**—An opportunity for growth and development in several of the distinctions and opportunity to practice the tools ‘on-the-court.’

- We discovered that several prominent individuals featured on the printed and distributed Event Program were unaware of the event, had not committed to being at the event, including a high-ranking government official out of the country for two-weeks, had no knowledge of any invitation to participate and obviously had not agreed to.
- An obvious conflict—This project event was scheduled in the same venue (The Chapel) and at the same time of the prescheduled Pilot Program for the Men (12-noon - 1:30pm). This ‘fait accompli’ was discovered on the day of the event by the majority of the participants in the Men’s Program, the facilitators, and many of the Staff Participants.
- The intention to rearrange the logistics of both programs had been brought to the senior supt. attention the evening before. On the day, he advised that he thought the facilitators knew and were in alignment.
- The consequences or impact of this breakdown are far reaching:
  - A direct impact on the Men’s Program is only six (6) participants were present, the lowest attendance at any one session during the entirety of the Pilot Program, obviously requiring us to repeat this session the following week.
  - Participant 1—in the Staff Program while on leave travelled in for the session and discovered the change on arrival. The Staff Program was now obviously delayed by two-weeks.

- The breakthroughs were many—rich lessons were learned. The distinctions came alive.
  - The following week’s session was rigorously spent deepening the distinction Integrity.
  - Participant 1—expressed the impact of confusion and surprise when he arrived during his leave and discovered no class. Their coached interaction helped Participant 3 get it. At the next session, Participant 3 was visibly different.
  - We experienced Integrity at the level of community within the Men’s Program, as the six (6) present insisted we repeat the session the following week for those who were absent. They attended again with their group.
  - We seized the opportunity to demonstrate several distinction, first-hand declaring a breakdown inside a commitment, accountability (100% ownership) of the impact on the Men’s Program, and used the occurrence to have the staff practice the distinctions..
  - The Facilitators too experienced an impact. Their commutes in to St. Catherine’s are from Kingston, Old Harbour and Savanna-Mar taking as much as 3.5-hours.

Conversations with Participant 3 on the day of the Event were pointless. The insights gained from the magnitude of the impact prompted exploring ‘integrity’ at the next session and deepening the distinction for the Staff.

Inside of our commitment that “everyone gets it” Participant 3 spent the greater part of this session at the front of the room dismantling what happened and discovering which distinctions, if applied might have caused a different result.

A shift occurred during this session with these Correctional Officers. The impact was increased attendance at the next session to the core group of 13. At this session, Participant 3 shared that Supt Kelly is aligned with another event and it would be even bigger.

**EVENT 2**—Participant 3—delivered on her promise. On August 25, the second event was excellent there was standing room only. Featured on the program were musical artists Tony Rebel and \_\_\_\_\_. Integrity was in, things worked, performance was high and the results outstanding.

- Second time is a charm—as we entered the Chapel, it was full—almost standing room only. Participant 3 had obviously effectively applied the distinctions.



- On the event program and in attendance was Tony Rebel (global renown reggae artist), a well-known jazz musician and several other prominent figures at the panel table.
- Both inmates and staff alike were actively engaged in the event AND the lines were blurred. Staff who were on-leave also attended, it was GREAT!
- The transformation of the culture within St. Catherine was palpable, so much so that the culture ‘inside the prison’ was actually alive and inviting; the people inside were happy. In contrast, the look on the faces of some of the people we passed on the streets afterwards was that of misery.

Participant 3—was content and satisfied with her second event how much easier it was when she practiced the distinctions.

**Bawl Out**—The possibility of this project is to create an environment of peace, satisfaction and purpose.

Participant 23—Created his project launch prior to the end of the End Violence Project’s Pilot Program. During Session 17, Participant 23 handed out flyers for his event to be held the next day on July 22.

Upon arrival at the institution, Participant 23 seemed nervous, happy and surprised. He shared certain challenges that he was facing, such as a schedule change for senior superintendent Kelly, which prevented him from being present at the event and shared he was considering postponing.

After a brief conversation reminding Participant 23 that it’s not about the actual event, but rather about the opportunity this program and his event is as an opportunity to be trained and developed with the distinctions both he and Participant 21 disappeared.

Shortly afterwards an increasing number of people began entering the Chapel and taking their seats. There were various levels of leadership including overseers, assistant superintendents, correctional officers, and some familiar faces from the men (inmates) some were participants in the Men’s program, other who’d been present at the launch, and various others.

A select number of the leadership body took their seats at the front of the room behind the lead table. Participant 23, A Corporal, Dr. Valerie Hamilton—Prison Psychologist, Overseer Eric Watkist, and acting Overseer McClean.

Participant 23 effectively introduced the Head Table and a rich dialogue ensued. The men shared their concerns, complaints, and ideas; the leadership body responded with clarity, compassion and promise.

The first issued raised by a number of the men (inmates) questioned the level of violence or physical abuse perpetuated by correctional officers:

“Why does some some inmates get knock in their head by Wardas?” asked inmate Norris. “This impacts their ability to function.”

“My knees are still swollen from being beaten” stated inmate Delroy Thompson.

Deputy Superintendent Watkist responds:

“We send them for training all the time; all correctional officers have mandatory training on a consistent basis. We send them over and over again to train on how to interact with inmates and how to conduct themselves.”

The conversation went on uncensored and several of the men (inmates) continued to share their concerns and proposed solutions.

In essence, inmate Dwayne stated that the communication is out and it requires an ultrasound. Another inmate, Mike requests that officers be a father figure.

Not all officers apply the training, Watkist continue. “Rev Harley and Doc Hamilton will look into group sessions” he stated while jotting himself a note.

“Why does everything cost more than \$10 at the Tuck Shop?” asked inmate Bernard

The conversation continued vibrantly with both Correctional Officers and Inmates alike offering solutions to concerns and complaints:

Officer Douglas requests more counsellors and probation officers to host Section Sessions.

Inmate Dwayne requests that it is required that new inmates participate in rehab.

Inmate Tommy requests speak to inmates in a sensitive way.

Deputy Superintendent Watquist responds,

“We are to develop counseling on entry. Maybe even train inmates as counsellors (like we did at Tower Street).”

Overseer McClean interjects

“Yes to section sessions. I have a friend who is a successful business person and wore no shoes before, could be a motivational speaker. “

Officer Douglas asks

“What role could I and Officer Shaw play in the reassessments of the inmates rehabilitation on that basis 10-years before parole?”

Inmate Orville wants officers to be responsible. and remind inmates at 1/3 of sentence served that they're eligible for parole.

Deputy Supt Watquist replies

“Inmates have to take responsibility for their own lives.”

One inmate requested more rehabilitation programs and support from the leadership body stating

Deputy Superintendent Watquist responds,

“We do not have as many rehabilitation programs as we'd like

Overseer McClean interjects:

“I'm not against Watquist but we do have programs. Auto mechanic rehab program can host 1000 and only 6 inmates are participating. We have the School here and some inmates still cannot sign their name after 20-years of incarceration.

As the conversation progressed Watquist shares a story, demonstrating that the leadership is aware of the need for their support in rehabilitation and that he is actively engaged:

“I was walking through Mandeville and a young man came running up to me and started talking excitedly. After a while the young man said, you don't remember me sir, but I remember you and I always speak about you to my parents, and I want you to meet them.”

“I walked with the young man to the next stall and he introduced me by name to his parents, who said ‘our son speaks about you all the time about how you helped him, you would sit and talk to him and encourage him to do something else, stay out of trouble and not come back to prison’.”

“The young man said—you see I listened?! Thank you sir, you were right, because most of my friends that I was following back then are now dead or back in prison.”

The conversation for possibility kept unfolding with both inmates and correctional officers sharing and engaging with not only concerns or complaints, but also with ideas for solution.

Inmate Kariel asks

“Can we have rehab for wardens too, those who use brute force and inhumane behavior towards us, which breeds distrust.”

Deputy Superintendent Watquist says,

“We have several programs for inmates, but the inmates often see us as the police and react.”

Inmate Tommy states

“Hush the guns program was behavioral and don't know why it was cut, but it helped.”

Watquist makes a note and states

“Will see if we can get it back.”

As the session winds down, overseer McClean states “You need to know that correctional officers are here to maintain the discipline. Even though we try to do that which is right.”

This was a successful event. It fulfilled on the intention “to create an environment of peace, satisfaction and purpose.” Conversations yielded promise from both perspectives—both worlds.

As a change and culture management practitioner, the shift in the culture at St. Catherine's is evident. Both communities are aligning, seeking and ready for change. Awareness of the need to change and the desire to change are present, the next steps in order to galvanize the transformation of this institution is to increase the knowledge, ability and reinforcement of the change.



## Testimonials—The Staff—Pilot Program

There is an abundance of qualitative data that demonstrates the effectiveness of the End Violence Project’s Leadership Training and Transformative Thinking Program and supports the results experienced and statements made by senior Superintendent Kelly at St Catherine Adult Correctional Center.



In all fairness, the Staff Program had a myriad of challenges that impacted their performance in the area of attendance. Mostly, due to turnover and the impact of being short-staffed.

It was voiced on numerous occasions that they are the “step-child” to the Jamaica Constabulary Force, so people often transfer out soon after training. In addition, the conditions they have to endure at the facilities creates a challenge in retention.

In spite of this impact on the attendance, the men and women who are correctional officers embraced the tools provided in the End Violence Project’s Leadership Training and Transformational Thinking Program.

Another challenge that we encountered early in the program that impacted the integrity of the program was people showing up late to class due to them being delayed at their morning—“Parade”.

As we explored further several weeks into the program, as the group became perpetually late, we discovered that there is no structured timeline around this morning process (ie: There is no definitive end-time for this event).



Early on in the program **Participant 20** and **Participant 15** were both actively engaged, attending all sessions. During Session 5—What happened versus Interpretation/Story. Participant 20 provided an example at the front of the room of something that had made her very angry. She received coaching around the distinction.

**Participant 20** stated:

“My partner and I were in the compound and saw an inmate push his hand down his trousers as if hiding something, then he turned and walked away.”

“I called to the inmate and he didn’t answer, he just kept walking. So my partner and I went after him. When I caught up to him and spoke to him asking what he’d put down his trousers, the inmate refused to disclose, and was disrespectful turning and walking away again.”

“I had to get physical with him, but eventually my partner and I forcibly searched hm. We didn’t find anything.”

After working for several minutes with **Participant 20**, she saw that what happened is:

“The inmate pulled his hand out of his trouser waist. She called after him and he kept on walking. She got physical and forcibly searched him. She didn’t find anything.”

**Participant 20** discovered that she had made the inmate pulling his hand out of his trouser waist mean that:

“He had put something in his pants to hide it, maybe a weapon” she shared.

She also saw that, because he didn’t respond to her calling him, she made it mean:

“He was ignoring me and disrespecting me, because I’m a woman and it made me angry.”



During the coaching, **Participant 20** got that she has all the power and create empowering meanings for herself. For example, she could have made it mean that:

“Maybe he had ‘jock itch’ or “hadn’t bathed that area properly and had an itch”

“When he didn’t turn around maybe he didn’t hear me as everybody was out on the compound” or “may he thought I was calling someone else, because I hadn’t called him by name.”

When Participant 20 actually got that it was the meaning that “she herself had placed on the inmates actions” that had caused the upset she seemed relieve, but then immediately again became thoughtful and stated:

“If he just had an itch, then he might have been embarrassed and not want to share that information with me when I asked. If that were the case, then I would not have been so aggressive with him when I caught up to him” she said.

**Participant 20**, then became perplexed and went on to share that:

“Some times when I’m at home, my young daughter of 12-years says to me ‘mummy, you’re not at work now, I am not the prisoners’.”

**Participant 20**, shared that because of the type of work that she does, she is constantly on guard and watching her back to ensure that she goes home safely to her daughter. However, she also sees how that way of being creates a lot of stress for her, possibly the inmates, and definitely her daughter when she's not being present while at home.

The following week Participant 20 was absent and we bumped into her after the session. She was carrying an extremely large pot, wearing wellington boots and whites. When we inquired about her missing class, she stated:

“We're short-staffed and I am assigned to kitchen duty.”

**Participant 20** never attended another session. Each time we bumped into her, she had been placed on some form of critical duty. However, her partner—**Participant 15**—who also didn't return for several sessions did attend both . Sessions 17 and 18.

During **Participant 15's** interactions in these sessions we learned that she is the correctional officer who had coached Participant 14 in the Men's Program (the young man who'd forgiven the man who had stabbed him) to return to his classes.

These men and women have a huge responsibility to serve and protect those whom they are there to protect. At the same time, they have to exercise wisdom and ensure that they themselves are protected from the very people they are serving and protecting. Theirs is not an easy task.



**Participant 7**—a very astute, sharp-minded, yet compassionate correctional officer shared on that:

“I'm not much different from many of the men here. I grew up never knowing my father. He left and went to foreign when I was a baby and he never came back.”

“I used wish I could meet, but then I got to a certain age in my teens and I became resentful and made up that he didn't love me at all, because if he did, he'd have come to visit long ago.”

“Then I started to imagine how bad I'd treat him if I ever did see him and I lived for that day.”

“Then I was about 21-years old and at the local shop in my town, and somebody pointed and said to me 'see your father there'.”

“I walked towards hm angrily remembering my promises to myself, but when I reach him all I could do was hug him up and cry. All of my anger had disappeared, I was just glad to see him, so I do know what some of these mean are going through”

Towards the end of the Staff Program, each participant shared about their project. However, when **Participant 19** reached the mic her level of resignation and cynicism was palpable. Indeed hers is a very big project:

The Art of Communication—To establish a more effective way of communication within this institution. Motivated, Inspired, and Peace of Mind. At the end of this project Officers feel more confident with information given to them by personnel officers.

At the mic, **Participant 19** shared that:

“I started working on my project, but then I found out that everything is dealt with at the corporate location. So what I found is that nobody can do anything from here and it’s just I alone, so I decided to help Participant 3 with her event instead and it was successful.”

During an earlier session where participants created and took on their projects, several correctional officers had shared how much the possibility and fulfillment of this project meant to them. In particular, Participant 1 had shared how much he supported this project, because he himself is dealing with challenges in communications within the institution—specifically, getting clear communication around very important issues such as his income— and its impact on him, because he is single-handedly putting his children through school.

As Participant 19 was being coached at the front of the room, several of the participants raised their hand and interacted with her. At the end of the interactions, Participant 19 discovered several distinctions which if applied may have made a difference:

“I see where I wasn’t sharing or being responsible. It is the same in my life. I say I’m going to do something and then I’ll stop when I don’t get through, but I don’t tell anyone.”

“Today, I see that maybe if I’d shared with other people, like I am doing here, maybe they too would want to help me. Instead of me just stopping and going and helping somebody else.”

“Before now, I didn’t realize that anybody else would care, but I get now that I am not alone. Many people want this too and they are willing to support me. Wow!”

There was a spirit of camaraderie amongst the correctional officers in the room as Participant 19 left the mic and returned to sit amongst her peers. They acknowledged her with applause and pats when she returned to her seat.



## THE LAUNCH—JAMAICA 2015

The Pilot Launch of the End Violence Project in Jamaica actually consists of two (2) *Leadership Training and Transformational Thinking Programs* led simultaneously at the St. Catherine Adult Correctional Center in Spanish Town.

At the first training in Kingston—led by Joe Rink and Janet Novack—were five (5) new facilitators and Coral Crew-Noble, the primary Facilitator, who previously completed the two-day training workshop in 2008.

The Minister of National Security, Peter Bunting, demonstrated his support by stopping by and spending at least 30-minutes sharing, acknowledging and interacting with the group of volunteers during their training.

On completion of the training, advocate for the program in Jamaica and Lead Facilitator and Coral. Crew-Noble and all five (5) facilitators “opted-in” to deliver the Pilot Program at St. Catherine Adult Correctional Center.

By the completion of the Pilot Program, 60% of the new facilitators or three (3) successfully completed their program, together with the Lead Facilitator.

At one point, early in the Pilot Program wavered significantly. Only 20% of the initial Facilitator Group (1-facilitator), plus the Lead Facilitator accountable for the Pilot Program were delivering both the Staff Program and the Inmates Program at St. Catherine Adult Correctional Center.

A key turning point for the Pilot Program happened when two (2) of the four (4) new facilitators took-on doing the Program ‘as-designed’, doing the work necessary and demonstrating their commitment to being in their own Transformational Leadership Program.

At that point, these two (2) facilitators re-committed to ‘doing their part’ in the transformation of Jamaica and they began applying the distinctions of the Program to their lives sufficiently, such that they were accepted back into the Facilitator Program and sustained their participation for the duration of the Program.

Obviously, having sufficient facilitators who are willing and competent is a key component to the successful delivery of the End Violence Project’s Program. However, none of this would be possible without the generosity of spirit and heart of the End Violence Project, specifically Joe Rink, who received the torch passed to him by founder Mahin Bina and *trusted* us to deliver.



**L to R:** Joe Rink, Executive Director, End Violence Project; Peter Bunting, Minister of National Security, and Coral Crew-Noble, Lead Facilitator., End Violence Project.

**Subset photo above:** Janet Novack, Vice Chairman, End Violence Project.

On March 3, the Pilot Program for the Inmates commenced on Tuesday afternoons for 90-minutes from 12-noon to 1:30pm. Additionally, a separate program had started two weeks prior on Tuesday, February 17. This 90-minute program was solely for the participation of Correctional Officers and was led from 8:30am to 10:00am.

“This is the first time in the history of the End Violence Project that a Correctional Institution’s leadership and governing body has endorsed the *Leadership Training and Transformational Thinking Program* being delivered to its Correctional Officers,” said Joe Rink, Executive Director.

The Program for the Correctional Officers (the Staff) was in answer to requests from both the Inmates, the Staff themselves and Director of Rehabilitation, Vanna Lawrence. During the launch event of the Pilot Program, there were ‘shout-outs’ a demand from the inmates in attendance, “W’at about di wardas?” called-out one Inmate “‘dem need it to’!” His statement was supported by additional ‘shout-outs’ of agreement from the fellow Inmates.

Their desire to have the Correctional Officers participate in their own *Leadership Training and Transformational Thinking Program* echoed the words of the Director of Rehabilitation for the Department of Corrections (Vanna Lawrence), during a pre-meeting in December 2013, in the offices of Minister Bunting, together with the Commissioner of Corrections (Ina Hunter-Fairweather), the Director of the Children’s Institution and Coral Crew-Noble.

As a non-profit organization, a key component of the End Violence Project that makes it a cost-effective and viable solution is that ALL facilitators are volunteers. Facilitators receive nominal expense reimbursement for their travel to and from the correctional center, including parking.

Yet, most facilitators consider it an honor and a privilege to lead or facilitate the End Violence Project’s Leadership Training and Transformational Thinking Program. While Facilitators gain no monetary compensation (except nominal travel reimbursement) facilitators are handsomely rewarded by the opportunity to live an extraordinary and fulfilling life through practicing and applying the distinctions of the program to their own lives during their weekly preparation.

For those who complete the initial two-day training, they are given the option to freely choose to deliver the program or not. If they choose to be a facilitator, then they begin participating in their own rigorous transformational leadership training program for the entire six-months. Facilitators who complete the program ‘as-designed’ share unprecedented breakthrough results in their lives with increased performance in many areas, including but not limited to confidence, productivity, finances, work or career, health, and relationships.

Transformational Leadership is distinct from Traditional Leadership. Therefore, you could say, the End Violence Project facilitators are not “teaching” the program, rather they are “leading” the program. Effective transformational leaders ongoingly develop themselves by practicing and applying the distinctions of the program to their very own lives, *beginning* to gain real mastery after about 10,000-hours (approximately 10-years) of consistent practice.



## The Leadership

A predominant contributor to the success of the End Violence Project's Pilot Program in Jamaica is attributed to the effective leadership/sponsorship of Jamaica's Minister of National Security, who was active and visible throughout the delivery of the Pilot Program.

Today, Vision 2030—Jamaica's national development plan— may be considered “old news” to many; however in his role as Minister of National Security, Peter Bunting seems focused and committed to ‘doing his part’ in **making Jamaica the place of choice to live, work, raise families, and do business** (and play!).

A large part of his accountability as Minister of National Security, and his declared commitment to reducing our high-levels of crime and violence, particularly reducing the murder-rate, actually delivers on the fulfillment of Vision 2030 Jamaica's Goal 2—“Jamaica is secure, cohesive and just.”



**Peter Bunting, Minister of National Security**

Change is a process and the outcomes of these goals will not manifest or be seen overnight.

Obviously, Minister Bunting realizes that it takes more than the stroke of a pen, issuing a mandate or signing a check to fulfill on Goal 2: “Jamaica is secure, cohesive and just”. He seems to recognize that “everyone must do their part” and for him everyone includes those who are incarcerated and fall within his jurisdiction as Minister of National Security. In his address during his address to the attendees at the Pilot Launch on January 16, 2015— Minister Bunting stated to the Inmates and all in attendance “I believe that the Court has already assigned your punishment and that is your time being served here (in these facilities), it is not my job to allocate further punishment while you are here, but rather to ensure there's ample opportunity, programs available for your rehabilitation, so that when you leave this place you are able to seamlessly reintegrate into society and remain there as a productive member of society, never again to return here.”

The End Violence Project's Leadership Training and Transformational Thinking Program is an effective tool that significantly contributes to the process as it is said to radically reduce the rate of recidivism—the rate at which individuals reoffend and return as re-offenders to correctional institutions.

As a graduate of several Transformational Leadership Programs, Minister Bunting willingly agreed to co-facilitate a number of sessions at St. Catherine. His presence at these workshop sessions made a remarkable difference in how the participants viewed the Program and several of the participants shared how his visits (a prominent male figure) influenced their own level of participation in the program. “Minister visit and show me more love than my own father” said one inmate during a weekly session. The Minister attended at least four sessions during the Pilot Program.

In addition, as an effective leadership/sponsor, Minister Bunting engaged a Sponsor Coalition—or a network of senior leaders—with influence over groups impacted by the change.



**Mark Golding, Minister of Justice**

During one session, Minister Bunting was put on the spot by several inmates, “We see y’u all di time” stated one inmate whose project is to create a Law Library, “Is di Minister of Justice we wan’ see now.”

Minister Bunting graciously accepted the request from participants of the program to invite Mark Golding, stating “I cannot promise that Minister Golding will come, but if I know him as well as I think I do, then he will be here before the end of this program.

Indeed, the Minister of Justice—Mark Golding—did attend a future session to answer a laundry-list of questions provided by the men regarding the justice process in Jamaica. (See Attachment “D” for the list of questions).

By the end of the workshop session and his powerful interactions with the men, Minister Golding was more enlightened and discovered that in his capacity as Minister of Justice, there are certain legislations, which are unjust. Inside of Vision 2030 Jamaica and the fulfillment of Goal 2—“The Jamaican society is Secure, Cohesive and Just”—this Minister discovered there is an opportunity to make a difference and work to be done with certain outdated legislations that neither serve our citizens, our beloved Jamaica and on a greater scale, nor does it serve the world in the 21st Century.

Effectively adding strength to the ‘change process’ and most definitely to the End Violence Project’s Pilot Program, mid-way through—another key leadership figure in the coalition, Major General Saunders—the Permanent Secretary at the Ministry of National Security, was included in a meeting with Minister Bunting, Commissioner Hunter-Fairweather and Coral Crew-Noble.

In this meeting, Permanent Secretary for the Ministry of National Security—Major General Saunders—demonstrated his alignment with the End Violence Project’s Pilot Program in Jamaica. Obviously his long-standing service to Jamaica as the former Head of the Jamaica Defense Force (JDF), speaks volumes to his commitment for the fulfillment of Vision 2030’s Goal 2—Jamaica’s society is secure, cohesive and just.”

He promised to attend the Final Session of the Pilot Program on August 11, which he did. At this session, Major General Saunders addressed the participants of the Program and their fellow inmates at this Guest Event. Firstly, apologizing for his absence thus far around the End Violence Project’s Program ending with the declaration that “Nothing happens before its time!”.



**Major General Saunders, Permanent Secretary at the Ministry of National Security**

## ATTACHMENT “D”

### Questions submitted by inmates at the St Catherine Adult Correctional Centre for the attention of the Minister of Justice.

1. Why is it that when persons plead guilty for an offense, they get so much years (e.g. in a wounding with intent case a person gets 10 years).
2. Why is it, when a person pleads guilty the judge doesn't listen to both sides of the story, the judge just go ahead and sentence the individual.
3. What can be done about lawyers who just take clients money and don't do much work to ensure that their clients get a fair trial?
4. Why after a person is released from prison does it have to take so long to have his police record clear especially after serving an extended period of sentence?
5. Why does some appeal have to take over 5 years to be dealt with that a person could have almost completed their sentence or become eligible for parole. What consideration is given to such an individual who is at a disadvantage?
6. What is being done about the inmate rehabilitation program had how important is it to your Ministry?
7. What are you doing about the paper trial issue that you claimed is something to be addressed?
8. What steps can be taken if you feel that a court appointed lawyer did not adequately represent you during your trial. (never visit you in lock ups and is only seen by you when you are in court)?
9. Why is it that when United States and united Nations Human Rights committee rule in favor of a convict the government refuses to honor these rulings. Using myself as an example The United Nations ruled on a matter in my favor, but the government is saying that it is a “Gentleman Agreement” I have been in prison for 38 years.
10. Is there an ex-inmate monitoring program in place where your ministry or any other ministry helps to ensure a smooth reintegration into society? If not do you see the need for such a program.
11. What is being done to prevent ex-inmates from becoming recidivists?
12. How workable do you think the Polygraph machine would be whether in court or other areas of the justice system?
13. Should a parole applicant be screened for THC as criteria for parole when it is not enact, nor is it a criteria in the Parole Act, in determining whether or not to grant parole? Reference is made to section 7 subsections 6 of the Parole Act.

14. Why should inmates not be allowed to have the use of Marijuana when the recent amendment for its use does not make any exemptions?
15. Why is it that first offenders of noncapital murder have to do 12 months per year while a recidivist has the benefit of nine months per year? Should this happen considering fairness and justice our parliament and church proclaims?
16. Section 132 of the Correctional Rules and Regulations Act:” Any prohibited article found secreted on an inmate, except articles which are found on him upon his admission to any adult Correctional Centre, shall be confiscated and saved. Where such article is perishable it shall be put in safekeeping and returned to him at his discharge.” Sir, up to this year a superintendent at Tower Street has forfeited remission from inmates for cellular phones, which is regarded as prohibited article. Isn't this a violation of the Correctional Rules and Regulation Department and inmates rights? Misconduct of any Superintendent for doing so? And shouldn't the inmates be handed these confiscated articles upon discharge as prescribe by law?
17. Why is it the local Privy Council refused to hear an application for reprieve of inmates that has a Parole Eligible Date (PED) while section 90- (1) of the constitution doesn't make any exemption? And isn't that the Local Privy Council Breach the Constitution.
18. Can there be a law that is implemented for thorough investigation of a crime to reduce the number of persons who are wrongfully sentenced.
19. Is it possible to have a standard set for sentencing by judges to match with a particular crime? It is seen where two persons commit similar crime with same circumstances but are sentenced two largely conflicting sentences.
20. Could further steps be made to create more rehabilitative programs to affect more inmates so that they can be released earlier and actually benefit from rehabilitation? Too many inmates are leaving worst than they were when they came because they are not involved in any programs, which in itself, is inadequate to accommodate the entire inmate population.
21. Can there be a reinstating of the weekend program which would allow good behaving inmates, even those on life sentence, to be able to bond with their families to allow for a smoother reintegration.
22. Why in a matter as important as a parole hearing, the inmates in question are not allowed to be present as and more involved in the process
23. In deciding what's best for us, would it be more practical to sit and have dialogue with us so that more informed decisions can be made? I think that being in the situation we are better able to assist in making more effective decisions that can be beneficial to the process.



Seemingly both humble and elated, the Permanent Secretary acknowledged the men for the palpable transformation being experienced at St. Catherine, their participation in the Leadership Training and Transformational Thinking Program, and encouraged them to keep up their performance. At the close of his address, Major General Saunders (pictured left) reiterated to the men that he would be back to visit, which he did less than two months later on October 2, 2015.

In addition to the leadership/sponsorship, according to consistent benchmark studies in change management, another key contributor to change management success is engagement with and support from middle management. “The buy-in and involvement of middle management helps to ensure positive and effective interactions with front-line employees.”

The Commissioner of Corrections—Mrs. Ina Hunter-Fairweather—is a huge proponent of the End Violence Project’s Leadership Training and Transformational Thinking Program.

Clearly a visionary, during the launch event, the Commissioner declared, “I want this Program in all of my-Correctional Institutions.” She is relentless in her stand and each time the Commissioner visited a workshop session, she put the End Violence Project team “on notice” reiterating her commitment to institutionalize the End Violence Project’s Leadership Training and Transformational Thinking program.



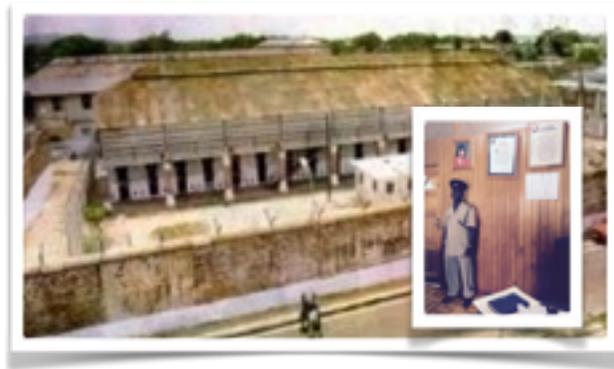
**Minister Bunting, Commissioner Hunter-Fairweather, and Rueben Kelly, Senior Superintendent at St. Catherine’s**

Oftentimes when implementing change of any kind, participants impacted by that change can experience being overwhelmed and new programs may occur as “one more thing to do!” Therefore, it is imperative that there is buy-in from the head of an institutions day-to-day operations.

It was such a delight to work with, the Senior Superintendent at St. Catherine Adult Correctional Center, Rueben Kelly. He was actively engaged and relentlessly supportive of the End Violence Project’s Leadership Training and Transformational Thinking Program allowing the EVP team of facilitators to update him before or after a session almost every week. Each time keenly listening for anything that might be in the way of our progress and effectively clearing the path.

In one such instance, being an astute and enterprising leader, during one of our weekly debriefs, senior Superintendent Kelly began beaming as he discovered that the recent abundant number of requests for “permission” from both the Staff and Inmates alike “to take on specific projects” was as a result of their participation in the End Violence Project’s Leadership Training and Transformational Thinking Program. With one of his signature “ear-to-ear” grins, “I do not have a problem at all with deployment” said Supt. Kelly. It is not surprising that Senior Superintendent Kelly received one of the highest national honors and awards in Jamaica “**The Order of Distinction in the Rank of Officer** for his exceptional and dedicated service to the development of Correctional Services”. (See Attachment B).

The award is effective Independence Day—Thursday, August 6, 2015—during the time that the End Violence Project’s Pilot Program was being implemented in his institution, prior to its completion. History in the making! According to the Award Recipient, Superintendent Kelly, this is the first time ever that this award has been bestowed on a person from the Department of Corrections. Appropriately, the honor was awarded to him on National Heroes Day in October.



Another significant contributor to the success of the End Violence Project’s Pilot Program in Jamaica is that of Overseer Devon Shaw. Mr Shaw, himself a participant in the End Violence Project’s Leadership Training and Transformational Thinking Program for Correctional Officers, had 100% attendance in the Staff program.

In addition, Mr. Shaw provided extensive and invaluable logistical support to the End Violence Project’s Leadership Training and Transformational Thinking Program both from within his own program and outside facilitating the smooth running of both programs.

In addition to him ensuring our personal safety within the facility, on occasion when there was a flurry of activity and distractions going on within St. Catherine’s, it was Mr. Shaw ongoing presence and commitment ensuring the men were released from their blocks each week to attend their workshop session on time. His presence was constant and he became a fixture, within the facilitator’s team, so much so that we included him in several of our debrief sessions after the workshop sessions concluded getting his perspective.

After a while, he was often gently teased by other officers in the Overseers’ Office upon our entry into the facilities where we sign-in with comments like, “Mr. Shaw, see y’u people ‘dem here!”

Mr. Shaw is an avid team player and demonstrates it consistently, and on one occasion providing encouragement and physical support to a



Overseer Devon Shaw with facilitators Rosalie Reynolds to his left and Mahalia Watson on his right

fellow Staff participant on the day of his project launch when there were many distractions occurring in the environment and it was looking like the project event would not be fulfilled.

Today, the entire atmosphere at the St. Catherine Adult Correctional Center is transforming.

“It was very stressful before, because the inmates walked in groups together. We use to have to always watch our backs and would walk in a 4-point star with an officer in front, one in back and two on either side. Now they [the inmates] walk by themselves, busily tending to their End Violence Project,” said Overseer Shaw.

Mr. Shaw’s observation was supported by the results of the pre-survey and a post-survey comparison—(see Table A)—administered to the Inmates of the End Violence Project’s *Leadership Training and Transformational Thinking Program*. The results of the comparison demonstrate that a definitive shift occurred for these men and subsequently in their environment as violent incidents were reduced significantly at St. Catherine while the program was being run.



Vanna Lawrence, Director of Rehabilitation—  
Department of Corrections listening to Staff

We would be remiss if we did not acknowledge the contribution of Director of Rehabilitation, Mrs. Vanna Lawrence, a conduit and key contributor from December 2013, in the very first meeting in Minister Bunting’s office.

She generously shared her vast expertise with effectively implementing and sustaining Rehabilitation Programs, with her insights from the perspective of the Inmates and Correctional Officer alike. This was invaluable throughout the delivery of the Pilot Program.

Finally, the End Violence Project and its facilitators again acknowledge our Minister of National Security, Peter Bunting, for his superb and exemplary performance as Executive Sponsor in this change initiative.

“Benchmark studies spanning 14-years consistently show that, “The greatest contributor to Change Management and Culture Change success is ‘active and visible’ executive sponsorship. This was cited more than three times more frequently than any other contributor.”

Minister Bunting—Thank you, thank you, thank you, for your support in making the End Violence Project’s Leadership Training and Transformational Thinking Pilot Program a success. We look forward to your continued partnership in our quest to “...end violence without violence” and the Transformation of Jamaica!



Minister Peter Bunting looks on as he co-facilitates a  
Session with Lead Facilitator, Coral Crew-Noble

## FACILITATORS REPORTS

Coral Crew-Noble ♦ David Wright ♦ Mahalia Watson ♦ Rosalie Reynolds

### ORGANIZATIONAL IMPACT

This is a powerful program. Transformation—St. Catherine Adult Correctional Center. The impact of this shift in thinking and thus behavior of these participants has made an unquestionable and indelible impact on their environment.

As the Lead Facilitator, I could probably write a book about the shifts that occurred in the participants thinking, speaking and listening, but the results shared by Supt. Kelly at the Final Session speaks for itself.



Coral Crew-Noble (Lead Facilitator)

“Violent incidents use to average about 15-per weeks, during this

End Violence Project’s Leadership Training and Transformational Thinking Program violent incidents fell to less than 1-per month (and for a 3-month period, there wasn’t one single incident)”

“The last indent was where a man took a piece of 2 x 4 (wood) and hit another man. I can live with that”. says Supt. Kelly

During the early stages of the Leadership Training and Transformational Thinking Program, prior to Session 5, the Ministry approved and the institution implemented an **Extended Day**

**Program.** According to the participants, this allowed many of the inmates (specifically those actively engaged in various rehabilitation programs) to be outside of their cell for much greater periods of time.

This is a significant step forward for Jamaica, because during the meeting with the End Violence Project’s Executive Director, Joe Rink in Minister Bunting’s office—January 2014, the Minister shared his dismay when he first stepped into his role as Minister of National Security and discovered,

“The inmates are limited to spending only 6-hours outside of their cell and are expected to consume three (3)-meals during that time.” stated Minister Bunting.

“Many of these men come here and then are back on the streets within 2 to 3-years, after being subjected to such inhumane conditions and upon release are expected to reintegrate themselves back into society.” Minister Bunting continued



Arial view of St. Catherine's

“These and other deplorable conditions being endured in the institutions may actually contribute to the de-sensitization of these individuals and this may be contributing to the increase in heinous crimes being committed in recent years by repeat offenders.”

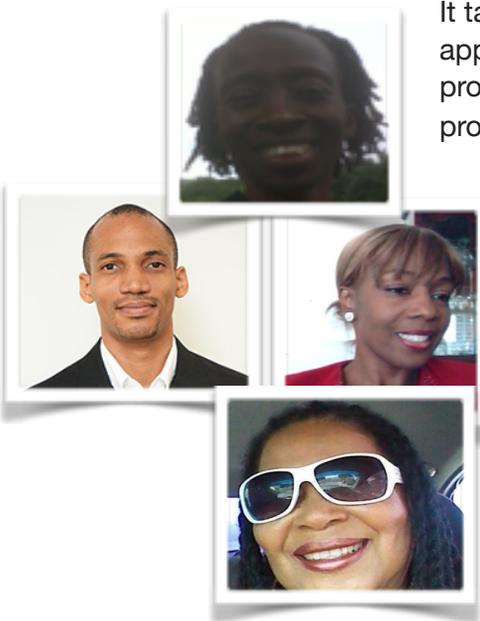
Similar concerns about reintegration were echoed by some of the men (inmates) during their participation in Session 7 of the Leadership Training and Transformational Thinking Program and are echoed in the types of projects that they’ve taken on.

Not only am I moved, elated and inspired by the way in which the men (and women) who participated in the two (2) separate Leadership Training and Transformational Thinking Programs embraced the distinctions and avidly applied them, but I am touched by the ground they have taken in their lives reconnecting and restoring relationships with family and loved ones as demonstrated in their testimonials and much much more during the sessions.

### **PERSONAL IMPACT**

In addition, my heart is warmed by the growth and development of my facilitator team. We are all volunteers. We started with a team of six (6) and only four (4) of us completed the program.

Transformational Leadership is not an ordinary conversation. It is not the kind of leadership that most people are familiar with and is not for the feint of heart. However, transformational leadership is what most people are looking for. It is a way of being and acting that brings forth the best in ones self and in others, without any force whatsoever.



It takes an extraordinary person to ongoingly stay “on-the-court” applying the distinctions and practicing in their own life. Early in the program two (2) of the six (6) facilitators took themselves out of the program leaving four (4) of us to deliver both Pilot Programs.

Both of those facilitators had only participated in a couple of sessions so the impact on the Program (Men and Staff) was negligible. One facilitator relocated abroad and the other waived in her commitment to commute from Montego Bay, was not being coachable and did not apply the distinctions to her life.

Fortunately, the End Violence Project promises two (2) to three (3) facilitators per session, so we had a sufficient number to deliver both programs with integrity. However, these programs are designed to drive up exactly what is in the way between you and your chief aims in life that’s why it is critical to be committed

As Lead Facilitator, multiple opportunities arose for my own growth and development. Being independent, highly-effective with many accomplishments, this strength of mine actually proved to be a weakness in playing this game called ‘the fulfillment of Vision 2030’ which obviously is much bigger than ones self (me).

Given the magnitude of Vision 2030, obviously it requires inter-dependence and in a fairly new culture without established relationships it requires me to draw on some very old skill-sets, which have not been used in almost 5-years and in the face of ‘no-agreement’.

The old adage, “use it or lose it” comes readily to mind. However, being passionate in every way about what I’m up to inside of ‘making a difference,’ I am very excited and very much looking forward to the challenge.

Another strength, that of being highly self-disciplined surfaced as a weakness—thank God for my coaches, Joe and Janet—with the ease at which I am able to deny myself things that will “get in the way” of meeting the overall objective, this almost became a real problem.

In this case, the ability to let people go who are perceived as “getting on my nerves” when the journey is ‘under way’ and move on, or as it’s sounded in this culture “cyann badda” surfaced as inauthentic and detrimental. So, when two (2) of the four (4) facilitators seemed unwilling to cooperate and apply the distinctions to their lives, as agreed, I too was faced with applying the distinctions of ‘holding them rigorously accountable’ for the word they gave and taking the coaching from Joe and Janet to give them a way back in, if they were willing to do the work.

The impact was visible and grave. During the time that this expansion was taking place, there was only one (1) other facilitator and myself delivering both programs and with the integrity being out, it occurred as hard-work, akin to pulling an elephant uphill! I really had to ‘dig-deep’ and hold them accountable for operating at the level of integrity required to participate.

However, applying the distinctions in the moment to my own life is the epitome of transformational leadership. Inside of the game that I play, “how quickly can I find it and shift it,” this was a phenomenal experience, quite exhilarating—being ‘on-the-court’—leaving me lit up and enlivened, similar to the rigorous physical training as a decathlete years prior it reminded me that “I am my own worst enemy” and that my greatest opponent is myself!

Applying the distinction ‘integrity’ as an access to impacting the performance and satisfaction of teams, this is an opportunity to apply and practice the distinctions of ‘Causing effective Leadership—creating teams and teamwork in any situation that produces powerful results in many areas of life with freedom and ease, while having affinity and possibility present in all of ones conversations and relationships.’

Both facilitators managed themselves sufficiently to expand their level of integrity and re-entered the Facilitator Program, bringing the body to 4 and much relief to myself and the other facilitator. With integrity restored, it brought performance, and performance brought results.



For me, it truly felt like paradise!

The second area that I had a major breakthrough in is allowing others to contribute to me. This too is a part of my high-level of independence and cemented by historical cultural norms of ‘old school’ Jamaican parenting ‘ask nobody for nothing and take nothing from no one.’

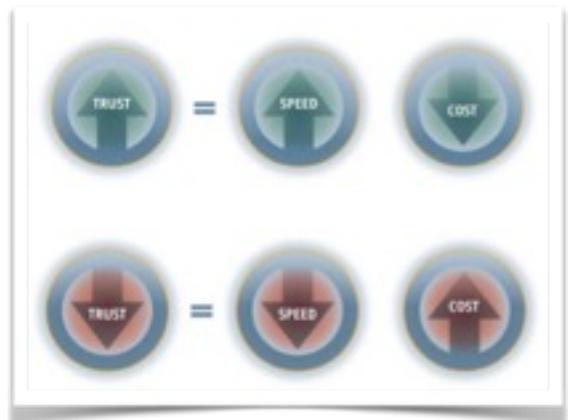
So when I had a breakdown around finances due to delays with a contract and one team member discovered it through ‘skillful intrusion’, I was dismayed by the passion with which each of them declared their support, “Not you, you’ve given us too much, y’u ‘cyaan’ suffer,” said one. Not having had any good experience in the past with accepting help, I attempted to use the distance in my location as a barrier, but they insisted on getting my account number and making deposits into my account. Further declaring that, “y’u know how much time I never have money and y’u never ask any question, you just buy me lunch or dinner?” remarked another. Finally, one said, “the men are asking for you and you have to come!”

In my experience, successfully delivering the Leadership Training and Transformational Thinking Program to the Men, the Staff, and the Facilitators in this environment that supplies “no-agreement” solidifies my belief that Jamaica can and will achieve the fulfillment of Vision 2030.

Our natural culture is one of collaboration based on the stories I heard growing up and how my parents demonstrated building anew in a different country, a different culture with the support of family and friends from Jamaica, plus other people from the Caribbean; ‘throwing a Partner fund’ and using the lump sum disbursements to save rapidly for down payments on homes, cars, children’s education, etc.

Of course, my parents were able to do so only with a high-level of trust present, which seems to be a missing ingredient today in Jamaica’s broader culture. Nevertheless, inside of culture change I am highly trained in restoring trust and leading others in how to restore trust through our programs.

As outlined in Stephen M. R. Covey’s book “Speed of Trust” — in High-Trust Cultures, Speed increases and Cost decreases (see visual to the right). However, in Low-Trust Cultures, Speed decreases and Cost Increases.



One of the primary ‘values and attitudes’ of Vision 2030 Jamaica, includes trust. If as a country we calculated what the absence of trust is costing us, we would already be avidly “at-work” restoring this principle in our culture.

### **CONTRIBUTION OF THE HONORABLE MINISTER PETER BUNTING**

It is an honor and a privilege to have the partnership and collaboration of Minister Peter Bunting. None of this would be possible without his level of leadership, integrity, commitment and the indomitable stand that he is for the transformation of Jamaica. He is invaluable, a priceless gift!

## FACILITATOR REPORT

### ORGANIZATIONAL IMPACT

As a facilitator, I have seen where the staff has gained confidence in applying the distinctions to their projects and their lives. While my participation was mostly with the Staff and only two occasions with the residents of the facility, I was touched more by my experience of the latter.



David Wright—Facilitator

My first experience with the residents was on one occasion where Minister Bunting was present. While I was expecting to see hardened and unintelligent men, I was surprised to see that they were not evidently different from me.

Specifically, I could not look at any of them and know what he was locked away for and, more amazingly, many of them appeared fairly literate or at least spoke with what I found to be a high level of intelligence. In addition, their attentiveness and excited conversation demonstrated an eagerness for the program and the tools it was providing them.

My second experience was at the guest event, which had a significantly increased energy over the last occasion as participants shared what they gained from the program, highlighting the distinctions they got, their project results, and, more importantly, the reasons they invited their respective guests. The guests' anticipation for the next program was so high that it was truly rewarding and humbling for me to see the contribution we were making to the participants, the facility as a whole, and the entire Jamaica.

### PERSONAL IMPACT

While I participated in the programme to make a contribution to society, I derived a number of benefits through my participation. Through preparation, I deepened both the learning and application of the various distinctions given in the program, namely:

- **Integrity:** I climbed a little higher on the “mountain with no top” by being present to the promises I make and the impact of not keeping those promises. This helped me to make greater effort to keep my promises until it became natural to do so and to communicate a new promise where it was likely for me not to keep the original one. This gave me power and grace in relationships with others and left me feeling accomplished within myself.
- **Leadership:** While I had it that I understood what leadership meant, my new found understanding is that leaders look for what is missing and put it in. In my capacity as a Manager in my organization, during the delivery of the program, I constantly looked for

what I could put in place to facilitate my participation in the program without straining my already short-staffed department.

- **Sharing:** I saw where my reluctance to share with people things that I am up to prevented them from making a valuable contribution to me. I now find myself sharing without an agenda which gives others the freedom to contribute or not and allowing me the freedom to accept whether they do or not.
- **Breakdown / Breakthrough:** My perception that being unable to complete a task or achieve an objective has been transformed when I saw that obstacles are opportunities for me to find new ways of doing things and to build the muscle of persistence and perseverance.
- **Empowering Others:** Coming from a place of always wanting to help people in order to make a contribution to them, I saw where 'helping' someone may actually prevent them from working their muscle, but empowering them gives them opportunity to practice and strengthen their muscle.

### **CONTRIBUTION OF MINISTER BUNTING**

I am grateful for the Honourable Minister Peter Bunting's support of the program through his allowing it to take place within the facility and, more so, through his co-facilitating a few of the sessions.

Minister Bunting is one of the few politicians whom I perceive as genuinely interested in the people he serves, sometimes making himself vulnerable to criticism from detractors.

The occasion on which Minister Bunting wept openly in front of a church community and declared that Jamaica needs "divine intervention" to stem the growing crime problem got the attention of many in the nation, including myself. His support of and work with this program is a demonstration of him "putting his money (time) where his mouth is".

## FACILITATORS REPORT

### ORGANIZATIONAL IMPACT

At the beginning of the program I viewed the men as ‘just checking this thing out’; watching keenly to see ‘what are these little ‘stoosh’, ‘uptown’ women up to’? “What kind of ‘end violence’ them coulda come wid?” I had it that these men were saying to themselves, ‘mek me see how long dem ago last in here’. My own skepticism was palpable up to fourth session.



Mahalia Watson—Facilitator

As the sessions progressed, I saw the participants emerge from their ‘cells’; their leadership and transformation, emerging with them. I was amazed as greatness became the common expression; being great was such a way of being that by Session 5 the participants took on the distinctions in a way that said, ‘I own this, it’s mine!’”

By this time my skepticism was replaced by awe to see how the men took what they got, shared with fellow participants and ensured that each participant got the distinctions. They acted as coaches even while they themselves were just learning!! They demonstrated eagerness and willingness to learn and they participated with openness, authenticity. They delivered on the request we made of them from Session 1 and they:

“Brought courage and willingness, explored new ideas (distinctions), did the practice, came to class and listened powerfully”

It was for me humbling to experience that the men did not allow facilitators to ‘get off the hook’ with anything. My team and I were held to account by the participants, if they even thought we would de-rail. For example, when they noted only two facilitators were consistently delivering the sessions, when we (the team) promised to have “two to three” facilitators at every session. They were hungry for something, they held nothing back; they wanted the program and would not have allowed facilitators to deliver less than what they promised!

They received and applied this as a golden opportunity so much so that they kept tracking their weekly handouts and requested any that was missing from their files – and they even requested file folders to keep a file of their work materials. They didn't miss a beat!!

At the end of the sessions I now see men who have a new lease on life; new possibilities are open for them and they have stepped into a new realm of thinking and existing. They now know that even within the physical confines of the facility, they have a say in who they are being about it. Circumstances don't seem to matter in this new realm of existence.

### **CONTRIBUTION OF MINISTER BUNTING**

The ***interactive presence*** of the Minister of National Security, the Honorable Peter Bunting, and the engagement of the Permanent Secretary in the Ministry, Major General Saunders, the leadership of the Department of Corrections such as the Commissioner of Corrections, Director of Rehabilitation Mrs. Vanna Lawrence, The Superintendent i/c of and several senior members of staff from St. Catherine Adult Correctional Centre, all speak to the depth of care, love and concern for the men resident in the facility as well as the nation as a whole.

Approval and continued support of the Leadership Training and Transformational Thinking Program for delivery in the correctional facility represents a stand for a non-violent approach to resolving crime and violence in Jamaica. In Minister Bunting making his presence felt and engaging the Minister of Justice, the Honorable Mark Golding, there is also a clear demonstration of an unwavering commitment to integrity, the Minister's oath as a minister of government and his responsibility to the people of Jamaica.

This program could be seen as a divine intervention in resolving the state of existence of crime and violence in Jamaica.

The periodic presence of Minister Bunting and his powerful and authentic interactions with the participants in the delivery of the sessions added power, relatedness and value to the experience of the men participating in the program.

## **PERSONAL IMPACT**

*As a facilitator*, I experienced significant personal growth and this extended to my business and work team. Being present at the facility for both programs (the Men and the Staff) the equivalent of one work day could have left a significant gap in a small business like mine.

The Leadership Training and Transformational Thinking Program, however, called forth my leadership in such a way that the work team filled the gap. My team now demonstrates some of the distinctions of the program without me deliberately delivering the distinctions of the program. In applying the distinctions to my life and work, my work team has been impacted in such a profound way, they have adopted them.

One other notable outcome of my contribution to the program is that inside of my project that I took on, I have created a new conversation with the managers of the Old Harbour and May Pen tax collectorates. The aim is, transforming the existing relationship between TAJ and the small businesses in Jamaica.

Using the experience of my business' transition from being non-compliant, late-compliant to being fully compliant, I saw that what was missing that I am now willing to provide, is a working relationship that leaves both Tax Administration Jamaica representatives and small business operators/representatives empowered, satisfied and willing to work with each other toward achieving a voluntary tax-compliant society.

I am grateful for the opportunity to have contributed to this program and indeed to have been contributed to.



## FACILITATORS REPORT

### PERSONAL IMPACT

The impact for me, I saw the power of what being contribution means. I saw the difference I can make in society, something fundamental to make jamaica better not just talk.



Rosalie Reynolds—Facilitator

Everything I put at stake came through, my business increased, I launched a new product, my team ran more efficiently while I was gone and I got my new vehicle and one for the business too.

Personally, just being in action around my word, making a commitments and sticking to it and realizing, really getting when Joe said:

“It isn’t showing up today and not showing up tomorrow, it’s people’s lives your dealing with, and they are very fragile lives; it will not only impact what they (the Men, the Staff) get out of the program, but it’ll affect how they see you and how my life turns out.”

It felt good to see how people at after a while, when fear disappeared and trust developed they, started being vulnerable and sharing their innermost thoughts, things that they would have kept secret that they didn’t want anyone to know and that’s both staff and the men.

Some of the breakthroughs that I recall from participating with both programs:

### ORGANIZATIONAL IMPACT

#### THE MEN

The Men moved the conversation forward, because they were curiously engaged, always requesting information and there were times when they engaged with the following weeks topic before we mentioned it.

In Session 16—Forgiveness (Part 1), revenge only leads to vengeance. Participant 1 went on to forgiveness, he shared that he wanted to meet with the family to get closure and he realized they were not ready; they didn’t want to meet with him, but he said:

“I’m not ruling it out because maybe the wounds are too deep.”

There’s a general school of thought that there is no guilty person in prison, so that’s big, he’s moving forward and stepping in the right direction.

**Participant 16**—who writes the letters. He said:

“We have a group of 8 assisting to bring community and families together.”

The letter writing was a suggestion from Minister Bunting during a visit to start writing as a means of communicating:

“if you can’t speak to your son, daughter or baby-mother, write to the auntie or mother to let them know you’re interested” said Bunting.

**Participant 1** and Participant 28 made a point:

“People are here (in prison) 10 to 20 years and still can’t read or write. We are committed to helping these people learn to read or write by getting them in basic classes where they can achieve that.”

**Participant 21**—works on the farm, he said:

“I’ve just found so much happiness in my farm that I wake up every day looking forward to the farm and this is now my life, and the joy and pleasure that I get in producing.”

**Participant 13**—started a farm in Manchester:

“I’m not going back to my community, I want a clean start.” He was paroled.

**Participant 25’s** idea of creating a law library.

“My dream is to write to law firms about donating their old law books and pioneering it for the Caribbean, so inmates can help themselves and research their cases, looking for precedence and outcome of other cases.”

**Participant 14**—forgave the person who stabbed him, because he saw how retaliation was just foolish.

“All it would do is put me in trouble and extend my stay in prison.”

The transformation of Participant 29—in the beginning he got a lot of coaching to look at the people when speaking and at the end of the program he’s the ‘big man’ looking at the people.

**Participant 28**—getting that the choice is his to forgive, not because it’s a way out, but because of the freedom and power that one gets when one chooses, instead of doing something with an agenda.

The guys always said they didn’t get session handouts, but later we discovered that they were taking it back to their block and sharing it with the men on the block and in their cells. The ripple effect is there is peace and quiet in St. Catherine’s, because Supt. Kelly said:

“When a man took a piece of board and lick somebody, I can live with that.”

## **THE STAFF**



**Participant 3**—Really opening up, speaking about and letting go of things that she’s been holding on for 20-years. Sharing about suicide attempt, domestic violence, lack of growth on the job. Really seeing it and realizing it’s not her fault and using the distinctions to dismantle the ‘victim’ mentality. Her transformation came through and the difference it made in her first project event versus her second project event both completed prior to the end of the program. Obviously a very powerful woman whose power has been dormant.

**Participant 19**—Seeing that she can be responsible and that setting out to do something its not too big, she can use community and get the desired outcome. When she got the coaching in the room, it made a difference, just the way her face looked when she left the podium. When she came in she was so matter-of-fact, she alone against the world. Initial she didn’t see doing it in a team and then she realized she had the entire community behind her and the difference it made.

**Participant 23**—the transformation that he had with his mother-in-law and children, taking the work home and sharing it with them. His mother-in-law use to whack his little boy, which he disliked and he shared with her:

“This is what I’m learning, let us try it this way”

Having enrollment conversations, early on he took the distinctions home and practiced them with his family.

**Participant 21**—Said they used to walk in groups, now he’s not as fearful as before, because the men don’t walk in groups, now they walk without any back-up. No fear, less stress.

Feedback from the core group, at the end of the program is that they saw where coaching and mentoring is very effective against brute force. Nodding, they shared that they are now coaching, the inmates are coming and having coach

**Participant 16**—Shared that in a conversation with an inmate: The young man saw no reason for his life and said its the first time anyone saw reason and importance in his life. “See it doesn’t have to be the baton beating on someone’s back” she stated.

**Participant 7**—Shared about his father...saw his dad for the first time and all the anger disappeared and all he did was hug him.

### **CONTRIBUTION OF THE HONORABLE MINISTER PETER BUNTING**

Bunting is real. Him mek a big difference for the men and the Program when him come visit den in prison. Some of ‘dem seh, not even ‘dem own father ‘dem see. Him really care ‘bout Jamaica, di real Jamaica, because ‘dem cyaan vote weh’ ‘dem deh!



## The End Violence Project



### —JAMAICA 2016—

In 2016, plans to return to St. Catherine District Adult Correctional Facility with a Program for the Men and a Program for the Staff from all facilities in the metropolitan area of Spanish Town is approved on Tuesday afternoons. In addition, plans to launch a Program for the Men at the Tower Street Adult Correctional Facility, together with a Program for the Staff in the metropolitan Kingston area is also approved on Thursday afternoons.

Meetings were held in late November 2015 with the Permanent Secretary, Deputy Commissioner of Corrections Stone, Chief Technical Director, Karen Clarke-Davis, and Director of Policy, Mrs Plunkett and her team to formalize the Commissioner of Corrections wish to have The End Violence Project's Leadership Training and Transformational Program be institutionalized.

January 8—Executive Director of the End Violence Project, Joe Rink, arrived Jamaica and successfully delivered a two (2) day training to ten (10) new facilitators bring the total to fourteen (14), which includes the Lead Facilitator. At the completion of the training, all fourteen (14) are a request to facilitate the End Violence Project's Leadership Training and Transformational Thinking Program.

January 12—We met with Mrs. Plunkett, Policy Director; Mrs. Dougherty, and newly appointed, Director of Rehabilitation, Mr. Randolph Dawkins at the Ministry of National Security to discuss the way forward with institutionalizing this program in the Department of Corrections. Mr. Dawkins is to work with the Commissioner to develop a document for the Ministry by January 22, to begin the policy process.

January 19—we met at the Department of Corrections with Deputy Commissioner Stone; Director of Rehabilitation, Mr. Randolph Dawkins, and Superintendent Brown from the Tower Street Correctional Facility in Kingston. During this meeting, Deputy Commissioner Stone advised they'd be ready to launch the program in both St. Catherine and Tower Street in early February. Mr. Dawkins is to contact

Superintendent McFarlane at St. Catherine and Superintendent Brown is to discuss with his team at Tower Street.

During this meeting, a request was made by Deputy Commissioner Stone regarding the possibility of delivering the End Violence Project's Leadership Training and Transformational Thinking Program at the Metcalfe Juvenile Facility in Kingston.

“The level of violence in this institution is almost as bad as at the maximum security facilities,” said Stone.

We advised that during the initial meeting in December 2013 with Commissioner Hunter-Fairweather, then Director of of Rehabilitation—Vanna Lawrence—their Head of the Children's unit had been present and raised the question. However, at that time executive Director, Joe Rink had stated that it was not their policy to deliver this work in any juvenile facility.

However, we advised that she revisit the topic with the Executive Director and see where it leads. In a conversation with Joe Rink on January 20, the topic was raised and Mr. Rink advised that he'd need to take it to the Board and it might take a while.

Since that time, Director of Rehabilitation—Randolph Dawkins—has indicated that the duration of the program may be unsuitable for Metcalfe given that the youth could transfer as quickly as within 2-weeks preventing them from completing the program.

During the first week of February, in two conversations with Director of Rehabilitation, Mr. Randolph Dawkins, it seems the launch is stalled due to:

- (1) Recent announcement of the general elections to be held on February 25, and
- (2) Department of Corrections currently rolling out a large number of programs at their facilities.

Efforts to obtain a projected launch date (or by when we'd receive a projected launch date) from Director of Rehabilitation—Mr. Randolph Dawkins—was responded to with “It's going to take some time.”

In the meantime, the team of Facilitators continue to meet weekly practicing the sessions and preparing for the launch of these four (4) new programs. This week, we are practicing Session 7. In addition, we have our weekly debrief and clear call. Our structure has been effective in getting the new facilitators ready for the fast-pace of the End Violence Project's Leadership Training and Transformational Thinking Program.

The facilitators—we have the block(s) of time when we're leading either Tuesday or Thursday (or for some of us both) clear on our calendars. We are already having miraculous breakthroughs just from the practice sessions and the calls.

**We are ready to go!**